

# Hancock Public Health

Your Recognized Leader in Population Health

Karim Baroudi, MPH, Health Commissioner

Board of Health

Nancy Moody Russo, JD, BSN, RN, President
William Alge, ESQ
Karen Sue Jones, RN, MSN
Michael A. Lindamood, MD, MPH
Larry J. Lovell
Barbara J. Pasztor, RN
Robin Spoors
Nathaniel Ratnasamy, MD – Medical Director

Date Posted Internally and Externally: October 29, 2018

**Position:** Director of Health Promotion and Planning

#### **General statement of duties:**

Working under the direction of the Public Health Commissioner, the incumbent is tasked with improving individual and community health through the planning, development, and promotion of comprehensive programs, and activities which monitor, prevent, and track disease and injury, promote healthy lifestyles.

Incumbent will have the responsibility to ensure all Public Health Accreditation Board (PHAB) standards and domains are met, maintained, and continuously improved.

# Required education, experience, and training:

- Must possess a Master's in Public Health (MPH), or in a closely related field of Nursing, or Human and Life Sciences from an accredited institution. Applicants with a combination of a Bachelor of Science degree (BS) in a related field and a five Years' experience as a communicable disease nurse, infection control specialist, epidemiologist, bioinformatic specialist, or as an Emergency Preparedness Planner will be considered as well.
- Extensive knowledge of administrative procedures, practices, and protocols.
- Excellent verbal and written communication skills.
- Ability to lead staff and professional teams
- Ability to establish and maintain cooperative working relationships with employees, officials, other agencies and the public

### **Preferred qualifications:**

• Two years' experience working in public health leadership role either at the state or local level.

# **Additional requirements:**

- Candidates must hold a valid Ohio Driver's license.
- Must have a baseline Ohio Bureau of Criminal Investigation (BCI)

### Interested parties please submit resume to:

Hancock Public Health Attn: Karim Baroudi kbaroudi@hancockpublichealth.com 7748 County Road 140 Findlay, Ohio 45840

Resumes will be accepted until November 9, 2018



# Hancock Public Health

# Your Recognized Leader in Population Health



An Equal Opportunity Employer and Provider Serving All of Hancock County and the City of Findlay

Job TitleHealth Promotion and Planning Services DirectorCounty		County	Hancock
Division	Health Promotion and Planning	Yearly Salary	\$65,000 - \$73,000
Supervisor	Public Health Commissioner	<b>Position Type</b>	Full-Time

### **Position Summary:**

Working under the direction of the Public Health Commissioner, the incumbent is tasked with improving individual and community health through the planning, development, and promotion of comprehensive programs, and activities which monitor, prevent, and track disease and injury, promote healthy lifestyles. Incumbent will have the responsibility to ensure all Public Health Accreditation Board (PHAB) standards and domains are met, maintained, and continuously improved.

Esse	Essential Duties:					
1	Serves as the Hancock Public Health Accreditation Coordinator;					
2	Report to the Board on accreditation activities and accreditation status;					
3	Creates, monitors, and evaluates performance standards for health educators, injury prevention coordinators, epidemiologists, and other public health outreach staff as assigned;					
4	Assigns and supervises Health Promotion & Planning Services' staff in the performance of their duties;					
5	Research, writes, and manages grants, relevant to their area of expertise;					
6	Manages and oversees grant related activities. Assists Leadership and Staff in writing, and submitting proposals, in preparing grant status reports to funders, and ensures contracts outlined in grant are completed and work tracked;					
7	Assist the Health Commissioner in preparing media releases and being able to represent the agency before community groups;					
8	As directed by the Health Commissioner, participates in community collaborative efforts, promotes cooperation between regional, county and city groups to promote health and welfare of citizens.					
9	Responsible for maintaining Incident Command Training for 24/7 emergency response for public health emergencies.					
10	Participates in training and drill for potential public health emergency. May be asked to be incident commander depending on the type of a public health emergency.					
11	Participates with the Senior Leadership team of Hancock Public Health in regularly scheduled meetings, strategic planning and development of the operating budget.					
12	Assists in planning and development of the Health Promotion & Planning budget.					
13	Communicates with the Ohio Department of Health and works to integrate Ohio Department of Health directives with local health department public health programming.					
14	Demonstrates competence in decision making and problem solving regarding public health issues and is knowledgeable on appropriate action to be taken.					
15	Participates in other duties as directed by the Health Commissioner and the Board of Health.					

### Other Duties & Responsibilities:

- Oversees public health outreach, prevention, and surveillance functions to ensure mission, goals, and services of the Hancock Public Health are conducted in a timely, accurately and in a quality manner.
- Prepare reports, presentations, evaluations summarizing activities; contribute to quality improvement and performance management activities of the health department, and perform other related duties as assigned.

Ba	asic Qualifications	Preferred Qualifications
•	Must possess a Master's in Public Health (MPH), or in a closely related field of Nursing, or Human and Life Sciences from an accredited institution. Applicants with a combination of a Bachelor of Science degree (BS) in a related field and a five Years' experience as a communicable disease nurse, infection control specialist, epidemiologist, bioinformatic specialist, or as an Emergency Preparedness Planner will be considered as well.  Must maintain a valid Ohio driver's license  Must have a baseline Ohio Bureau of Criminal Investigation (BCI)  Extensive knowledge of administrative procedures, practices, and protocols.  Excellent verbal and written communication skills.  Ability to operate a personal computer  Ability to lead staff and professional teams  Ability to work independently and part of a team	Two years' experience working in public health leadership role either at the state or local level.

# **Organizational Key Competencies:**

All Hancock Public Health (HPH) employees are expected to ensure that Hancock County residents are protected from disease and other public health threats, and to empower others to live healthier, safer lives. In addition, all HPH employees are expected to meet specified competencies in the following areas:

- <u>Customer Focus:</u> Ensure the health and safety of our community within my abilities and resources and treat our many, diverse customers with thoughtful listening and respect.
- <u>Accountability:</u> Be accountable for knowing the scope of HPH programs and for maintaining the public's trust through credible information, quality programming and services, and fiscal integrity.
- Equity & Fairness: Interact with clients, community partners and staff with fairness and equity and deliver services free of bias or prejudice.
- Continuous Quality Improvement: Establish and maintain organizational capacity and resources to support CQI.
- Occupational Health & Safety: Follow all safety rules, proactively work to prevent accidents, and encourage the use of sound judgment in order to comply with departmental and city occupational safety regulations.
- <u>Emergency Preparedness:</u> Promptly identify and respond to public health threats and priorities which may involve working outside of day-to-day tasks.
- <u>Communication</u>: Communicate in a respectful manner in both written and oral formats with linguistic and cultural proficiency.

Positio	n Specific Key Competencies for Public Health Professionals:				
	Analytical/Assessment Skills				
1C1	Describes factors affecting the health of a community (e.g., equity, income, education, environment)				
1C2	Determines quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) needed for assessing the health of a community				
1C3	Ensures ethical principles are applied in accessing, collecting, analyzing, using, maintaining, and disseminating data and information				
1C4	Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information				
1C5	Evaluates the validity and reliability of data				
1C6	Evaluates the comparability of data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions)				
1C7	Resolves gaps in data				
1C8	Ensures collection of valid and reliable quantitative and qualitative data				
1C9	Determines trends from quantitative and qualitative data				
1C10	Integrates findings from quantitative and qualitative data into organizational plans and operations (e.g., strategic plan, quality improvement plan, professional development)				
1C11	Assesses assets and resources that can be used for improving the health of a community (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)				
1C12	Determines community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)				
1C13	Ensures development of community health assessments using information about health status, factors influencing health, and assets and resources				
1C14	Makes evidence-based decisions (e.g., determining research agendas, using recommendations from <i>The Guide to Community Preventive Services</i> in planning population health services)				
1C15	Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping elected officials understand community health needs, demonstrating the impact of programs)				

Policy De	velopment/ Program Planning Skills
2C1	Ensures development of a state/Tribal/community health improvement plan (e.g., describing measurable outcomes, determining needed policy changes, identifying parties responsible for implementation)
2C2	Develops organizational goals and objectives
2C3	Develops organizational strategic plan (e.g., includes measurable objectives and targets; incorporates community health improvement plan, workforce development plan, quality improvement plan, and other plans) with input from the governing body or administrative unit that oversees the organization
2C4	Monitors implementation of organizational strategic plan
2C5	Integrates current and projected trends (e.g., health, fiscal, social, political, environmental) into organizational strategic planning
2C6	Selects options for policies, programs, and services for further exploration (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)
2C7	Determines the feasibility (e.g., fiscal, social, political, legal, geographic) and implications of policies, programs, and services
2C8	Selects policies, programs, and services for implementation
2C9	Ensures implementation of policies, programs, and services is consistent with laws and regulations
2C10	Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)
2C11	Explains the importance of evaluations for improving policies, programs, and services
2C12	Ensures the evaluation of policies, programs, and services (e.g., outputs, outcomes, processes, procedures, return on investment)
2C13	Develops strategies for continuous quality improvement
2C14	Assesses the use of public health informatics in developing, implementing, evaluating, and improving policies, programs, and services (e.g., integrated data systems, electronic reporting, knowledge management systems, geographic information systems)
	cation Skills
3C1	Ensures that the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy) is reflected in the organization's policies, programs, and services
3C2	Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)
3C3	Ensures that the organization seeks input from other organizations and individuals (e.g., chambers of commerce, religious organizations, schools, social service organizations, hospitals, government, community-based organizations, various populations served) for improving the health of a community
3C4	Evaluates approaches for disseminating public health data and information (e.g., social media, newspapers, newsletters, journals, town hall meetings, libraries, neighborhood gatherings)
3C5	Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters, testimony, press interviews)
3C6	Evaluates strategies for communicating information to influence behavior and improve health (e.g., uses social marketing methods, considers behavioral theories such as the Health Belief Model or Stages of Change Model)
3C7	Facilitates communication among individuals, groups, and organizations
3C8	Communicates the roles of governmental public health, health care, and other partners in improving the health of a community
Cultural C	Competency Skills
4C1	Describes the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)
4C2	Describes the diversity of individuals and populations in a community
4C3	Recognizes the ways diversity influences policies, programs, services, and the health of a community
4C4	Incorporates diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
4C5	Advocates for the diversity of individuals and populations being addressed in policies, programs, and services that affect the health of a community
4C6	Evaluates the effects of policies, programs, and services on different populations in a community
4C7	Demonstrates the value of a diverse public health workforce
4C8	Takes measures to support a diverse public health workforce
	ty Dimensions of Practice Skills
5C1	Assesses the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to
500	improve the health of a community
5C2	Explains the ways relationships are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
5C3	Suggests relationships that may be needed to improve health in a community

Section designation institutions policy maders, eastomic evictories, and others)  Section Minimize relationships that improve health in a community  Feathblishes written agreements (e.g., memorandia-of-andiestanding [MOUs], contracts, letters of endorsement) that deserthe the purpose and copie of princerobility  Section and copie of princerobility  Ensures that community members are engaged to improve health in a community (e.g., input in developing and implementing community health assessments and improvement plans, facebask about programs and services)  Section [Section of the community input is used for developing, implementing, evaluating, and improving policies, programs, and services  Section [Section of the community input is used for developing, implementing, evaluating, and improving policies, programs, and services  Section [Section of the community input is used for developing, implementing, evaluating, and improving policies, programs, and services  Section [Section of the community		
Scot   Stabilishes written agreements (e.g., memoranda-of-understanding [MOUs], contracts, letters of endorsement) that describe the purpose and scope of partnerships   Scot   Ensures that community members are engaged to improve health in a community (e.g., input in developing and implementing community health assessments and improvement plans, feedback about programs and services   Scot   Ensures that community pine is used for developing, implementing, evaluating, and improving policies, programs, and services   Scot   Septiates for use of ascest and resources (e.g., 8, 80) & Girls Chale, public libraries, bospitals, faith-hased organizations, academic institutions, feeding faunts, fellowship programs to improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)   Scot   Peptiates   Pe	5C4	
purpose and seope of partnerships  5c7 Essures that community members are engaged to improve health in a community (e.g., input in developing and implementing community health assessments and improvement plans, feedback about programs and services)  5c9 Segotiants for use of assest and resources (e.g., How & Citt Cubes, public lithraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs in improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)  5c10 Defends policies, programs, and resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)  5c11 Engages the organization in community-based participatory research  7bbite Health Sciences Skills  6c2 Explains Issons to be learned from prominent events in the history of public health (e.g., smallpox endication, development of acaceinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6c3 Explains Issons to be learned from prominent events in the history of public health (e.g., smallpox endication, development of acceinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6c4 Applies public health sciences in the administration and management of the organization  6c5 Symbesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PabMed, Journal of Public Health Management and Practice, Morbidity and Morality Weekly Report, The World Health Report) to support decision making  6c6 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalization)  6c7 Ensures the tise of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6c8 Ensures the elise of	5C5	Maintains relationships that improve health in a community
community health assessments and improvement plans, feedback about programs and services  Ensures that community input is used for developing, implementing, evaluating, and improving policies, programs, and services  Sey Royalacts for use of seets and resources (e.g., Boya & Ciris Clubs, public lithrates, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community  Scill Defende policies, program, and resources (e.g., Boya & Ciris Clubs, public lithratis, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs)  Scill Engages the organization in community-based participatory research  Public Braith Sciences Stills  6.21 Engages the organization in community-based participatory research  Braylatins lessons to be learned from prominent events in the history of public health (e.g., smallpox cradication, development of variations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6.22 Applies public health sciences in the administration and management of the organization  6.23 Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Morality Workly Report, The World Health Report) to support decision making  6.24 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6.25 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6.26 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6.27 Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community based participatory research, and academic health departments; authoring articles; reviewing manuscrip	5C6	
Negotiates for use of assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions, federal grants, fellowship programs) to improve health in a community  Scill Defends policies, programs, and resources that improve health in a community or grants or groups and programs. Communicating the impact of a program.  Scill Engages the organization in community-based participatory research  Public Health Sciences Skills  6C2 Explains lessons to be learned from prominent events in the history of public health (e.g., smallpox eradication, development of vaccinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6C3 Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Morality Weekly Report, The World Health Report) to support decision making  6C3 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C4 Emures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6C8 Emsures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)  6C9 Contributes to the public health evidence base (e.g., patient confidentiality, protection of human subjects. Americans with Disabilities Act)  6C9 Contributes to the public health evidence base (e.g., patient)  6C9 Assesses the structures, functions, and authorizations of governmental public health practice and academic organizations, with bealth sciences libraries)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., bat do in housing, water fluoridation, black sciences libraries)  6C2 Engages governmental genetics with authority to address specific community health needs (e.g., lead in	5C7	
institutions, federal grants, fellow-hip programs) to improve health in a community  Defends policies, programs, and resources that improve health in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)  Fubile Health Sciences Skills  C2 Explain lessons to be learned from prominent events in the history of public health (e.g., smallpox eradication, development of vaccinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6C4 Applies public health sciences in the administration and management of the organization  6C5 Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Morality Weekly Report, The World Health Report) to support decision making  Fasiars the use of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C6 Esplains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C7 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6C8 Fasures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)  6C9 Contributes to the public health evidence base (e.g., paticipating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers.  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations practices in the public health withority to address specific community health needs (e.g., lead in housing, water fluoridation, bible lanes, emergency preparedness)  7C1 Assesses the structures, functions, and authorizations o	5C8	Ensures that community input is used for developing, implementing, evaluating, and improving policies, programs, and services
program, communicating the impact of a program)  Fublic Health Sciences Skills  6C2 Explains Issons to be learned from prominent events in the history of public health (e.g., smallpox endication, development of vaccinations, infections disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6C3 Applies public health sciences in the administration and management of the organization  6C4 Applies public bealth sciences in the administration and management of the organization program and problem of public fleath Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making  6C3 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C4 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C5 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C6 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C7 Finsures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6C8 Finsures the ethical conduct of research (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  7C2 Legages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the gove	5C9	
Public Health Sciences Skills  6C2 Explains Icsosons to be learned from prominent events in the history of public health (e.g., smallpox eradication, development of vaccinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities)  6C3 Applies public health sciences in the administration and management of the organization  6C4 Applies public health sciences in the administration and management of the organization  6C5 Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., pubMed, Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making  6C6 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C7 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6C8 Finsures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)  6C9 Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  6C8 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C2 Engages governmental agencies with authority to address specific community health needs (e.g., eating and retain tha	5C10	
662 Applies public health sciences in the administration and management of the organization and hand washing, access to health care for people with disabilities)  664 Applies public health sciences in the administration and management of the organization  665 Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report to support decision making  666 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  667 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  668 Ensures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)  669 Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6610 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  761 Assesses the structures, functions, and authorizy to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  762 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  763 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  764 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees	5C11	Engages the organization in community-based participatory research
vaccinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people with disabilities.  Applies public health sciences in the administration and management of the organization  Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Moralify Weekly Report, The World Health Report) to support decision making  6C6 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)  6C7 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6C8 Ensures the ethical conduct of research (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  7C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lantes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets	Public He	ealth Sciences Skills
6C5 Synthesizes evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making 6C6 Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability) 6C7 Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services 6C8 Ensures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act) 6C9 Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers) 6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with leadth sciences libraries) 6C11 Assesses the structures, functions, and authorizations of governmental public health programs and organizations 6C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations 6C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike laines, emergency preparedness) 6C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's offfice, Tribal council) 6C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services 6C5 Determines priorities for organizational budgets 6C6 Develops organizational budgets 6C7 Develops organization	6C2	vaccinations, infectious disease control, safe drinking water, emphasis on hygiene and hand washing, access to health care for people
Fournal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support decision making	6C4	Applies public health sciences in the administration and management of the organization
Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services  6C8 Ensures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)  6C9 Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  Financial Planning and Management Skills  7C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of ach	6C5	Journal of Public Health Management and Practice, Morbidity and Mortality Weekly Report, The World Health Report) to support
Ensures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)  Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  Financial Planning and Management Skills  C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  Determines priorities for organizational budgets  C5 Determines priorities for organizational budgets  C6 Develops organizational budgets  C7 Defends organizational budgets  C7 Defends organizational budgets  C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  C8 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return	6C6	Explains limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)
Contributes to the public health evidence base (e.g., participating in Public Health Practice-Based Research Networks, community-based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  6C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, sk	6C7	Ensures the use of evidence in developing, implementing, evaluating, and improving policies, programs, and services
based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to researchers)  6C10 Maintains partnerships that increase use of evidence in public health practice (e.g., between practice and academic organizations, with health sciences libraries)  Financial Planning and Management Skills  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving p	6C8	Ensures the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)
Financial Planning and Management Skills  7C1 Assesses the structures, functions, and authorizations of governmental public health programs and organizations  7C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement obacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance management, reporting progress, quality improvement)	6C9	based participatory research, and academic health departments; authoring articles; reviewing manuscripts; making data available to
Assesses the structures, functions, and authorizations of governmental public health programs and organizations  7C2 Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporti	6C10	
Engages governmental agencies with authority to address specific community health needs (e.g., lead in housing, water fluoridation, bike lanes, emergency preparedness)  7C3 Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  7C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	Financial	Planning and Management Skills
Manages the implementation of policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)  TC4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  TC5 Determines priorities for organizational budgets  TC6 Develops organizational budgets  TC7 Defends organizational budgets  TC8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  TC9 Approves contracts and other agreements for programs and services  TC10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  TC11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  TC12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  TC13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  TC14 Oversees the use of evaluation results to improve program and organizational performance  Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	7C1	Assesses the structures, functions, and authorizations of governmental public health programs and organizations
(e.g., board of health, chief executive's office, Tribal council)  17C4 Leverages public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  17C5 Determines priorities for organizational budgets  17C6 Develops organizational budgets  17C7 Defends organizational budgets  17C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  17C9 Approves contracts and other agreements for programs and services  17C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  17C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  17C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  17C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  17C14 Oversees the use of evaluation results to improve program and organizational performance  17C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	7C2	
tobacco taxes, value-based purchasing, budget approval process) for supporting population health services  7C5 Determines priorities for organizational budgets  7C6 Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  8C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	7C3	
Develops organizational budgets  7C7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	7C4	
TC7 Defends organizational budgets  7C8 Approves proposals for funding (e.g., foundations, government agencies, corporations)  7C9 Approves contracts and other agreements for programs and services  7C10 Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)	7C5	Determines priorities for organizational budgets
Approves proposals for funding (e.g., foundations, government agencies, corporations)  Approves contracts and other agreements for programs and services  Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  Finances that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  Oversees the use of evaluation results to improve program and organizational performance  Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and		
Approves contracts and other agreements for programs and services  Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  C14 Oversees the use of evaluation results to improve program and organizational performance  Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and	7C7	Defends organizational budgets
Ensures the use of financial analysis methods in making decisions about policies, programs, and services (e.g., cost-effectiveness, cost-benefit, cost-utility analysis, return on investment)  7C11 Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  7C16 Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
cost-benefit, cost-utility analysis, return on investment)  Ensures that programs are managed within current and projected budgets and staffing levels (e.g., sustaining a program when funding and staff are cut, recruiting and retaining staff)  C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  Oversees the use of evaluation results to improve program and organizational performance  Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and		1 0
and staff are cut, recruiting and retaining staff)  7C12 Establishes teams for the purpose of achieving program and organizational goals (e.g., considering the value of different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  7C16 Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and	7C10	
sectors, skills, experiences, and perspectives; determining scope of work and timeline)  7C13 Motivates personnel for the purpose of achieving program and organizational goals (e.g., participating in teams, encouraging sharing of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  7C16 Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and	7C11	
of ideas, respecting different points of view)  7C14 Oversees the use of evaluation results to improve program and organizational performance  7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  7C16 Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and	7C12	
7C15 Establishes performance management systems (e.g., visible leadership, performance standards, performance measurement, reporting progress, quality improvement)  7C16 Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and	7C13	
progress, quality improvement)  7C16 Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and	7C14	Oversees the use of evaluation results to improve program and organizational performance
	7C15	
	7C16	

Leadersh	ip and Systems Thinking Skills
8C1	Incorporates ethical standards of practice (e.g., Public Health Code of Ethics) into all interactions with individuals, organizations, and communities
8C2	Interacts with the larger inter-related system of organizations that influence the health of populations at local, national, and global levels
8C3	Creates opportunities for organizations to work together or individually to improve the health of a community
8C4	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation)
8C5	Takes measures to minimize internal and external barriers that may affect the delivery of the 10 Essential Public Health Services (e.g. using root cause analysis and other quality improvement methods and tools, problem solving)
8C6	Ensures availability (e.g., assessing competencies, workforce development planning, advocating) of professional development opportunities for the organization (e.g., training, mentoring, peer advising, coaching)
8C7	Ensures use of professional development opportunities throughout the organization
8C8	Ensures the management of organizational change (e.g., refocusing a program or an entire organization, minimizing disruption, maximizing effectiveness of change, engaging individuals affected by change)
8C9	Ensures continuous improvement of individual, program, and organizational performance (e.g., mentoring, monitoring progress, adjusting programs to achieve better results)
8C10	Advocates for the role of public health in providing population health services

Full List of Council on Linkages Competencies can be found at: http://www.phf.org/resourcestools/Pages/Core Public Health Competencies.aspx

Knowledge & Software Competencies:					
Knowledge of the following are integral to the daily responsibilities of this position:					
oxin Microsoft Word $oxin 1 oxtimes 2 oxin 3$ $oxin Health Space$ $oxin 1 oxin 2 oxin 3$ $oxin ODRS$ $oxin 1 oxin 2 oxin 3$					
⊠Microsoft Excel	$\Box 1 \boxtimes 2 \Box 3$	□PeopleSoft	$\Box 1 \Box 2 \Box 3$	⊠Office 365/Outlook	$\Box 1 \boxtimes 2 \Box 3$
⊠Microsoft PowerPoint	$\Box 1 \boxtimes 2 \Box 3$	⊠GMIS	$\Box 1 \Box 2 \boxtimes 3$	⊠Website/Social Media	$\boxtimes 1 \square 2 \square 3$
⊠Microsoft Publisher	$\Box 1 \boxtimes 2 \Box 3$	☐HDIS or other EMR	$\Box 1 \Box 2 \Box 3$	☐ MUNIS – Financial	$\Box 1 \ \Box 2 \ \Box 3$
☐Microsoft Access	$\Box 1 \ \Box 2 \ \Box 3$	⊠VMSG	$\Box 1 \boxtimes 2 \Box 3$		
1= Beginner 2=Intermediate 3=Advanced/Expert					

Approved By	Health Commissioner Karim Baroudi, MPH, RS, REHS	Date 10/23/2018	Som Barond?
Last Updated By		Date	