

# DSEPD Strategic Framework

Division of Scientific Education and Professional Development



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### DSEPD STRATEGIC FRAMEWORK

The Centers for Disease Control and Prevention, Division of Scientific Education and Professional Development (DSEPD) strategic framework outlines the approach for achieving our vision through four goals that focus on the following: quality learning, valuable service, national leadership, and organizational capacity. The framework sets the stage for planning and decision making and guides implementation and evaluation of priority activities. DSEPD is committed to building public health workforce capacity on multiple levels — within the Division and other CDC programs as well as with the broader workforce that has a role in promoting and protecting the public’s health.

## STRATEGIC ALIGNMENT WITH CDC AND HHS

The Division of Scientific Education and Professional Development (DSEPD) strategic framework supports the missions of the [Center for Surveillance, Epidemiology, and Laboratory Services \(CSELS\)](#) and the [Deputy Director for Public Health Science and Surveillance \(DDPHSS\)](#). It also aligns with and supports [CDC's strategic framework](#) and the [U.S. Department of Health and Human Services' \(HHS\)](#) strategic initiatives.

### CSELS

CSELS' mission is to provide scientific service, expertise, skills, and tools in support of CDC's national efforts to promote health; prevent disease, injury, and disability; and prepare for emerging health threats. Our strategic objectives are to:

- Be a strong partner within CDC and for its external stakeholders;
- Be a leader in developing, adopting, and integrating sound public health surveillance and epidemiologic practices, based on advances in informatics, epidemiology, laboratory science, and public health research;
- Be the leader in the science of public health workforce development, with educational programs, instructional materials, and other CDC resources renowned for superior quality and relevance, including highly qualified, high-performing public health practitioners.

### DDPHSS

DDPHSS' mission is to lead, promote, and facilitate science, standards, and policies to reduce the burden of diseases in the United States and globally. OPHSS focuses on providing high- quality science, being customer-focused, and being innovative, creative, and practical in how we do our work. One key OPHSS priority is improving CDC health surveillance activities and investments; DSEPD will ensure that the public health workforce at CDC and across the country is better prepared for meeting this priority.

### CDC

DSEPD's strategic framework aligns with CDC's mission and supports [CDC's strategic framework](#), including the identified priorities of securing global health and America's preparedness, eliminating disease, and, ending epidemics. DSEPD's strategic framework also directly supports the five core capabilities for these priorities:

- Develop and deploy world-class data and analytics, which are critical assets to meeting today's and tomorrow's health challenges.
- As the reference lab to the world, we must maintain state-of-the-art laboratory capacity.
- Elite public health expertise ensures we have the capacity to address complex diseases and swiftly respond to new threats.
- Quickly respond to outbreaks at their source, both domestic and abroad.
- Build on the current foundation for strong global health capacity and domestic preparedness.

## HHS

The DSEPD strategic framework also aligns with the HHS strategic objective 5 in the current HHS strategic plan at <https://www.hhs.gov/about/strategic-plan/strategic-goal-5/index.html>

“More than 91,000 permanent and temporary employees serve the public through the Department, providing direct clinical care, serving as emergency responders, researching cures, working with grantees to improve outcomes, and performing other critical functions. Half of the Department’s employees work in Washington, DC, with others serving in States and territories, on Tribal lands, and around the globe. Through a new Federal Human Capital Framework, the Federal Workforce Priorities Report, and annual Human Capital Review sessions with the Office of Personnel Management, required by 5 CFR Part 250, Subpart B, Strategic Human Capital Management, HHS will work to identify and implement strategies to strengthen its workforce.”

## VISION, MISSION, AND GUIDING PRINCIPLES

### **Vision: A public health workforce prepared to meet emerging and future challenges**

A robust public health workforce has sufficient workforce, organizational, and systems capacity to deliver essential public health services and protect the public's health. As a learning organization, DSEPD recognizes that we must adapt to be effective in new contexts (e.g., emerging collaborations between public health and health care and keeping pace with technologic changes). DSEPD is committed to advancing the public health workforce through leadership, evidence-based programs, and partnerships to achieve the vision of a public health workforce prepared to meet emerging and future challenges.

### **Mission: Improve health outcomes through a competent, sustainable, and empowered public health workforce**

As the nation's health protection agency, CDC saves lives and protects people from health threats. DSEPD is CDC's division with a lead role in public health workforce development. As such, DSEPD strives to provide quality training for the current and future public health workforce to ensure they have foundational public health skills (e.g., epidemiology and surveillance) and contemporary skills (e.g., informatics and use of evolving technology) to practice in a changing environment. We also strive to affect broad changes in policy and practices that support workforce programs and that lead to a sustainable and empowered public health workforce prepared to improve health outcomes.

### **Guiding Principles for DSEPD's Work**

The following guiding principles are inherent to the range of DSEPD's activities, from our work as a division to our broad workforce development efforts.

- Keeping an eye to the future in a changing public health environment
- Shifting the balance toward a population health approach to workforce development
- Expanding innovative models for fellowships and other training programs
- Leverage technology to improve efficiencies and impact
- Applying evidence-based approaches, from science to practice
- Enhance collaboration and partnerships
- Evaluate to measure impact, ensure cost-effectiveness, and improve quality
- Value diversity in our staff and fellows
- Being customer-focused
- Serve as effective stewards of public resources

## GOALS AND SUBGOALS

The DSEPD strategic framework includes four cross-cutting goals— quality learning, valuable service, national leadership, and organizational capacity. The framework also includes 14 subgoals focused on major programmatic areas necessary for advancing the overall goals.

These goals and subgoals guided development of the DSEPD unified logic model. The logic model shows how DSEPD activities are expected to lead to intended outcomes and ultimately contribute to a robust public health workforce. For more information about the logic model and the science behind our work, see [Strategic Development of the Public Health Workforce: A Unified Logic Model for a Multifaceted Program at the Centers for Disease Control and Prevention](#) (JPHMP, 2019 Oct 4, <https://www.ncbi.nlm.nih.gov/pubmed/31592980>) and [DSEPD Unified Logical Model](#).





## Goal 1

## Quality Learning

### Strengthen Education, Training, and Professional Development of the Public Health Workforce

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- |     |                            |   |   |
|-----|----------------------------|---|---|
| 1.1 | <b>Current Workforce</b>   | — | Strengthen the skills of the current workforce through quality, accredited, competency-based training |
| 1.2 | <b>Fellowship Programs</b> | — | Build the public health workforce through experiential fellowship programs                            |
| 1.3 | <b>Future Workforce</b>    | — | Promote public health as a career choice through programs for students and teachers                   |
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In this goal area, DSEPD outlines the major focus areas of our work aimed at strengthening the public health workforce through the three subgoals. The other three goal areas support this primary goal. DSEPD is dedicated to quality learning experiences through provision of a range of training and education activities across the workforce continuum. Two streams of the DSEPD logic model correspond to this goal:

- Stream 1: Developing and disseminating quality learning programs and products
- Stream 2: Implementing and managing fellowship programs that support learning

**Current Workforce**—DSEPD provides quality training activities and access to accredited continuing education and other learning resources for the public health workforce at large. For example, we:

- Keep health professionals informed about quality trainings with [CDC Learning Connection](#).
- Provide access to more than 1,000 courses through [CDC TRAIN](#).
- Promote [CDC Quality Training Standards](#) as a measure of quality for any trainings.
- Offer accreditation services and access to continuing education credits through [Training and Continuing Education Online](#).
- Cultivate skills of public health training professionals through the [CDC E-learning Institute](#).
- Promote quality science and maximize the impact of all scientific activities conducted by DSEPD fellows and staff members with DSEPD's Quality Science Standards (QSS) for public health.
- Apply innovative approaches to develop a public health workforce and leaders with skills to position health departments to adapt to and address today's challenges through [Population Health Training Programs](#). DSEPD emphasizes training on public health.
- Work through a cooperative agreement with and provide guidance to public health partner organizations to establish and manage fellowship programs with national academic associations that represent the education of public health professionals, physicians, and nurses and the CDC/Council of State and Territorial Epidemiologists Applied Epidemiology Fellowship.

Fellowship Programs—DSEPD manage postgraduate experiential service and learning fellowships that provide robust on-the-job learning while filling critical gaps in the public health workforce in epidemiology, policy, leadership and management, economic analysis, and informatics, including:

- [Epidemic Intelligence Service](#)
- Future Leaders in Infections and Global Threats
- [Laboratory Leadership Service](#)
- [Presidential Management Fellowship at CDC](#)
- [Prevention Effectiveness Fellowship](#)
- [Preventive Medicine Residency and Fellowship](#)
- [Public Health Informatics Fellowship](#)

**Future Workforce—DSEPD leads activities that focus on the future public health workforce.**

The [Epidemiology Elective Program](#) introduces medical and veterinary students to applied epidemiology, public health, and global health through hands-on experience and mentorship by CDC subject matter experts.

Our [Academic Partnerships to Improve Health](#), includes integrating population health concepts into the curricula at medical and nursing schools and aligning it with frontline public health practice so that students can gain practice-based education while addressing community needs.

The [Science Ambassador Fellowship](#) is a dynamic, educational program offered by DSEPD for STEM teachers and educational leaders interested in bringing public health sciences into middle- and high-school classrooms



## Goal 2

## Valuable Service

### Enhance Service, Response, and Consultation

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- 2.1 — Improve public health impact through fellows' on-the-job service
  - 2.2 — Serve the needs of CDC programs, state and local health departments, and other partners through fellows' assignments
  - 2.3 — Respond to urgent domestic and international public health needs through short-term technical assistance
  - 2.4 — Enhance consultation services for fellowships, learning resources, and other workforce development activities
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In this goal area, DSEPD outlines four subgoals focused on enhancing our roles in service, response, and consultation. DSEPD strives to provide service that is valued by our many partners and customers and deemed crucial for achieving public health impact. Whether through the day-to-day work fellows provide while learning specialized skills on the job or through responses to urgent public health needs (e.g., Epi-Aids, Info-Aids, or Econ-Aids), DSEPD's fellowships are recognized for their exceptional service to CDC programs, state and local health departments, and other partners. Stream 3 of the DSEPD logic model corresponds to this goal: Providing public health service through fellows.

DSEPD provides consultation and lessons learned from our longstanding and successful work in creating and managing fellowship programs to others who are designing new or strengthening existing public health fellowships. DSEPD also develops tools and resources to increase public health training capacity. DSEPD shares its expertise and provides consultation related to quality training, e-learning, instructional design, training evaluation and data, curriculum development, and continuing education services. Some examples follow.



## Goal 3 National Leadership

### Provide Leadership in National Public Health Workforce Efforts

- 3.1 — Facilitate the use of standards for public health training and career pathways
- 3.2 — Characterize the workforce and assess needs before setting priorities
- 3.3 — Facilitate national collaborations with partners to address workforce priorities

In the third goal area, DSEPD specifies three subgoals related to our national leadership role. As the nation's public health agency, CDC has a key role in communicating the value of and challenges facing the nation's public health workforce, as well as bringing together partners for the common goal of strengthening the public health workforce. Workforce development is a cross-cutting area that engages multiple partners and constituencies that contribute directly and indirectly to the population's health. Stream 4 of the DSEPD logic model corresponds to this goal: Advancing workforce development science through collaboration with other public health leaders.

To achieve its mission, DSEPD must not only implement its training programs effectively, but it must also provide national leadership for a broader impact on the workforce. DSEPD provides technical assistance to multiple approaches and practices that affect populations, tools, and systems (e.g., educational and employment systems) for strengthening the workforce to improve the public's health. Our work with partners facilitates collaborative efforts and resources and capitalizes on synergies to enhance impact on the health of persons, communities, and population groups. Some examples follow.

The Public Health Workforce Development Action Plan presents a unified approach for CDC and our public health partners on shared priorities and strategies that strengthen public health workforce development. The common priorities include:

- **Data for Decisions:** Collect needed data about workforce gaps and training needs to inform decisions about public health workforce development.
- **Crosscutting Competencies:** Promote essential crosscutting skills to complement public health workers' discipline-specific skills.
- **Quality Standards for Training:** Use accepted [education and training standards](#) to guide investments towards high quality products.
- **Training Decision Tools and Access:** Provide tools for public health workers to define their training needs and locate high-quality trainings that address these needs.
- **Funding Integration:** Integrate workforce development into funding requirements to build workforce capacity and improve program outcomes

Accomplishments are summarized here: <https://www.cdc.gov/csels/dsepd/strategic-workforce-activities/ph-workforce/accomplishments.html>.



## Goal 4 Organizational Capacity

### Maximize DSEPD's Potential for Achieving Impact

- 4.1 — Ensure alignment of staff and resources with priorities
- 4.2 — Strengthen leadership, management, and operations
- 4.3 — Support professional development for DSEPD staff
- 4.4 — Enhance communication to expand reach, visibility, and impact

This goal area specifies four subgoals focused on approaches to improve efficiency, communicate most effectively, and strengthen partnerships to achieve maximum impact. These are shown in the DSEPD logic model as inputs needed to carry out our work. DSEPD recognizes the importance, particularly in an era of tight budgets, of being good stewards of public resources. To that end, we strive to be cost-effective, to ensure that our staff and resources are well-aligned with priorities, and to leverage assets across the division. We recognize we must function in a coordinated way to maximize impact and deliver quality fellowships, training, continuing education, and other training activities.

An efficient and well-functioning organization is essential to strong and sustained program implementation. We strive for excellence in leadership, management, and operations as fundamental to supporting our staff and our programs. DSEPD supports the growth and professional development of our staff and values diversity in our staff and fellows.

Effective communication and program promotion are key to our visibility and success. We recognize the importance of targeting messages and dissemination approaches for specific audiences as we enhance communication within the division and with partners both inside and outside of CDC.

## CONCLUSION

DSEPD's strategic framework outlines the division's approach to achieving its vision of a public health workforce that is prepared to meet emerging and future challenges. The framework is integral to planning, action, and evaluation to advance the goals of quality learning, valuable service, national leadership, and organizational capacity.

We look forward to working with our partners across CDC, other government agencies, academic and professional associations, and within our own branches and offices to prepare and advance the public health workforce.

# APPENDIX: STRATEGIC FRAMEWORK FLYER

## Strategic Framework

### Division of Scientific Education and Professional Development

**Vision:** A public health workforce prepared to meet emerging and future challenges

**Mission:** Improve health outcomes through a competent sustainable, and empowered public health workforce

#### Goal 1 Quality Learning

##### Strengthen Education, Training, and Professional Development of the Public Health Workforce

- **Current Workforce** — Strengthen the skills of the current workforce through quality, accredited, competency-based training
- **Fellowship Programs** — Build the public health workforce through experiential fellowship programs
- **Future Workforce** — Promote public health as a career choice through programs for students and teachers



#### Goal 2 Valuable Service

##### Enhance Service, Response, and Consultation

- Improve public health impact through fellows' on-the-job service
- Serve the needs of CDC programs, state and local health departments, and other partners through fellows' assignments
- Respond to urgent domestic and international public health needs through short-term technical assistance
- Enhance consultation services for fellowships, learning resources, and other workforce development activities



#### Goal 3 National Leadership

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#### Goal 4 Organizational Capacity

##### Maximize DSEPD's Potential for Achieving Impact

- Ensure alignment of staff and resources with priorities
- Strengthen leadership, management, and operations
- Support professional development for DSEPD staff
- Enhance communication to expand reach, visibility, and impact

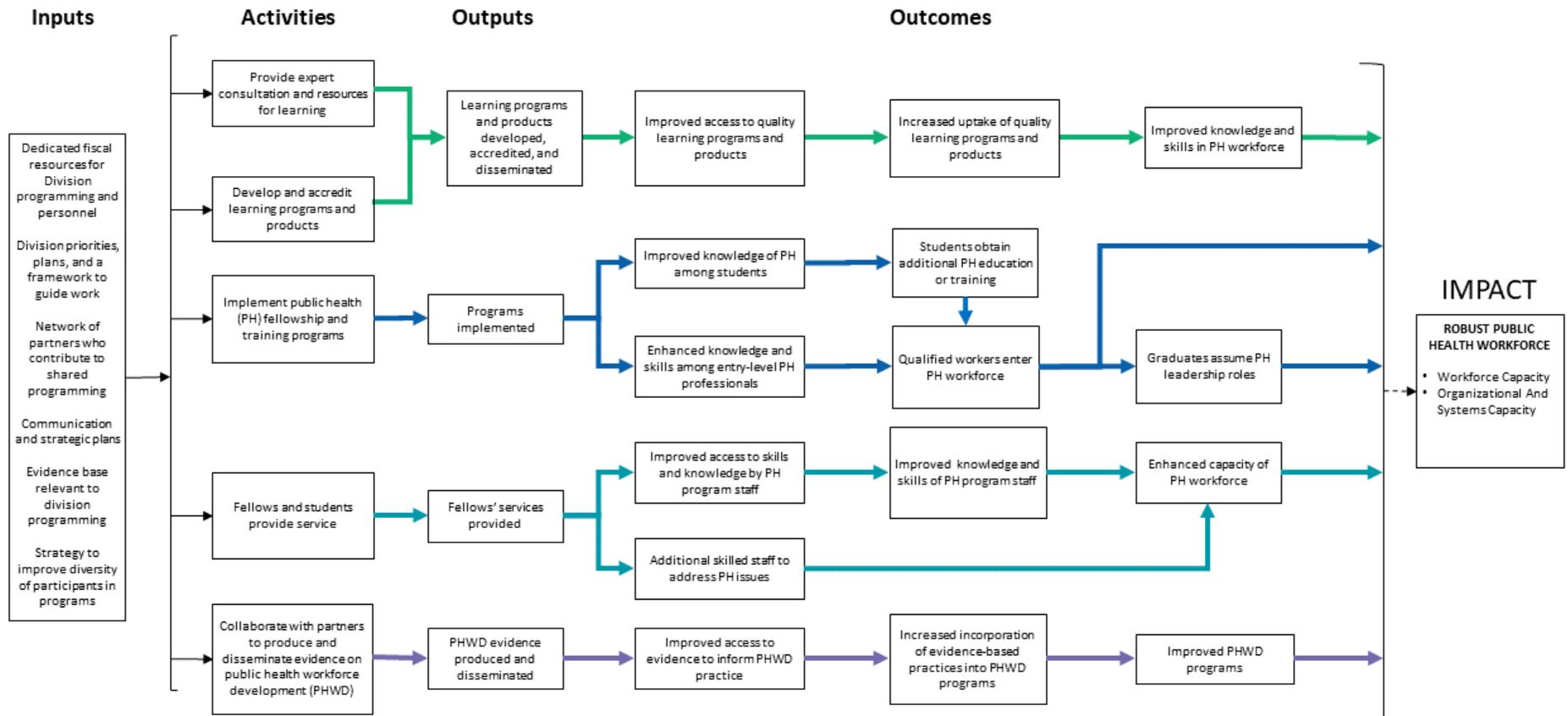


#### Guiding Principles

- Keeping an eye to the future in a changing public health environment
- Shifting the balance toward a population health approach to workforce development
- Expanding innovative models for fellowships and other training programs
- Leveraging technology to improve efficiencies and impact
- Applying evidence-based approaches, from science to practice
- Enhancing collaboration and partnerships
- Evaluating to measure impact, ensure cost-effectiveness, and improve quality
- Valuing diversity in our staff and fellows
- Being customer-focused
- Serving as effective stewards of public resources

# APPENDIX: DSEPD LOGIC MODEL

Division of Scientific Education and Professional Development (DSEPD) Unified Logic Model



Last revised: August 2018