

3.3. WORKFORCE DEVELOPMENT. THE SCHOOL SHALL ENGAGE IN ACTIVITIES OTHER THAN ITS OFFERING OF DEGREE PROGRAMS THAT SUPPORT THE PROFESSIONAL DEVELOPMENT OF THE PUBLIC HEALTH WORKFORCE.

3.3.a. Description of the ways in which the school periodically assesses the continuing education needs of the community or communities it intends to serve. The assessment may include primary or secondary data collection or data sources.

The School assesses continuing professional education needs through a variety of formats and on an almost continual basis. Some ways in which we achieve this are:

1. Survey of employers that hire graduates of our programs. Since the summer of 2014, we have conducted annual surveys through our career counselor to ascertain the strengths and areas for improvement of our students in the workforce. We then present the collected data to the school-wide curriculum committee.
2. Several funded projects and centers actively engage community participation through community advisory boards. For example, under the CMS grant, Dr. Spielberg meets monthly with representatives from 8 community organizations.
3. Survey community members on public health priorities through regular events such as our community health innovation seminar and through the Rodham Institute Community Forums.
4. Faculty participation on community organizations' advisory boards (see *ERF 3.2.c: Service Activities*).
5. Periodic surveys of our practicum preceptors. (See Criterion 2.4)
6. The academic program reviews require a site visit by an external site visit team. (See Criterion 1.2.b)
7. Many of our organized research units have advisory boards. For examples, within the Avance Center, there are two community advisory boards, one for the Adelante project and one for the CDC REACH project.
8. Use existing alliances and networks for input. For example, our MeTRIC consortium includes the Schroeder Institute for Tobacco Research and Policy Studies at Legacy.
9. Host events to solicit input and encourage discussion around topics. For example, On February 24-25, 2015 the Redstone Center hosted a meeting of 30 foundations and funders invested in efforts to prevent childhood obesity.

The information and input gathered through these various means is considered both at the department and school level. Response to the input could include addition of new certificate programs. An example of a professional enhancement certificate is the Graduate Certificate in Healthcare Corporate Compliance (<http://cps.gwu.edu/healthcare-compliance>), which is offered in collaboration with the College of Professional Studies and a local law firm. The certificate in Long Term Care (<http://publichealth.gwu.edu/programs/long-term-care-certificate>) was launched in response to an increasing number of states licensing long-term care facility managers.

The input received can also influence our curriculum.

The Department of Health Policy and Management responded to input from practice-based faculty with several curricular changes due to changing needs in the field. In 2013 the MPH in Health Policy curriculum was revised to add a course titled “Statistical Analysis in Health Policy” in response to practice recommendations that graduates know the bio-statistical software application STATA. In addition, because the field of health policy has numerous sub-dimensions, the Culminating Experience in Health Policy course was revised in 2014 to provide a “menu” of final project options for the students with real-world clients to better mirror the types of work the students will face in employment after graduation.

The Department of Environmental and Occupational Health changed the format of the culminating experience (CE) for both the Global Environmental Health and the Environmental Health Science and Policy MPH degrees to a course based system, with a one-credit class in both the fall and spring semesters, focused on conducting and communicating a systematic review of the scientific knowledge in a specific area of environmental and occupational health. The new course provides students with skills in demand in the EOH workplace and provides greater structure for timely completion of the CE. Finally, the School offers numerous open seminars and conferences to address pressing public health issues. Since moving into our new building, we have offered over 175 open access events.

3.3.b. A list of the continuing education programs, other than certificate programs, offered by the school, including number of participants served, for each of the last three years. Those programs offered in a distance-learning format should be identified. Funded training/continuing education activities may be reported in a separate table. See CEPH Template 3.3.1 (Optional template for funded workforce development activities). Only funded training/continuing education should be reported in Template 3.3.1. Extramural funding for research or service education grants should be reported in Templates 3.1.1 (research) or 3.2.2. (funded service), respectively.

The SPH offers myriad opportunities for workforce development, which was helped tremendously by the opening of the new SPH building. Workforce development programs, offered by individual departments as well as the School, are presented in **ERF 3.3.b.: Workforce Development Report**. SPH faculty have also been involved in workforce development activities nationally and internationally. In addition to the open forums and panel discussions mentioned earlier, we offer numerous workforce development activities. Some, such as the Public Health Risk Science and Management training program are held annually, while other events are one-time offerings. Funded projects, such as DC-CFAR, support regular and open workforce development seminars. Activities range from hour-long presentations to weeks long training, such as the GW-APHL International Institute for Public Health. Training workshops have been held both locally and globally (e.g. Kenya, Zimbabwe). Target audiences have ranged from city planners and architects to athletes and parents, statisticians, laboratory managers, ministers of health, WHO leadership and, of course, both government and NGO employees. Presentation modalities have included in-person and virtual and participant numbers have ranged from a small handful to thousands.

3.3.c. Description of certificate programs or other non-degree offerings of the school, including enrollment data for each of the last three years.

In 2013, the SPH evaluated its certificate offerings and enrollment numbers and decided to narrow down the real workforce needs to four certificate programs. The other certificate programs are being phased out and are no longer accepting new students. Current students previously matriculated into any of the discontinued programs, have been permitted to complete the certificate requirements. Deactivated certificates will be discontinued after summer session 2016 when all students have been given ample opportunity to complete the certificate requirements.

The four active certificate programs offered by the SPH are:

- Health Administration Generalist (18 credits)
- Health Policy (18 credits)
- Long Term Care (18 credits)
- Public Health (15 credits)

Our certificate programs attract three types of students:

- Students matriculated in other MPH degrees who want additional, concentrated knowledge in additional areas.
- Students from other GW programs.
- Professionals in the public health workforce who do not have formal public health education.

For additional program information, the website link is: <http://publichealth.gwu.edu/academics/graduate/certificates>

Table 3.3.c. Certificate Enrollment

Certificate Program	AY 2013-2014	AY 2014-2015	AY 2015-2016
Health Administration Generalist	3	0	1
Health Policy	3	1	3
Long Term Care	1	0	0
Public Health	0	0	1 ¹
Other Certificate Programs ²	18	12	11

Data for this report obtained from fall census each Academic Year.

¹The certificate in public health was just re-launched at the end of last spring. As such, we anticipate notable growth in enrollment.

²Students in ‘Other Certificate Programs’ combines students in deactivated certificate programs who matriculated before the program was deactivated. Students are completing these programs. No applicants are being accepted into these deactivated certificate programs.

Other examples

- From fall of 2010 through the summer of 2013, the Department of Health Services Management and Leadership (now part of HPM) offered a graduate certificate program in Health Information Technology (HIT), funded by American Recovery and Investment Act (ARRA) monies. This program was coordinated in collaboration with faculty and leaders from different GW schools and organizations, including the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Services, and GW's Medical Faculty Associates. The 18-credit program curriculum was developed to target four roles defined by the Health and Human Services Office of the National Coordinator (ONC): Clinician and Public Health Leaders; Information Management and Exchange Specialists; Privacy and Security Specialists; and Programmers and Software Engineers. GW's HIT program targeted candidates with either IT experience or healthcare experience. As a stipulation from the grant, all students had to finish the HIT graduate certificate within one calendar year. During the funding period, 250 students successfully completed the HIT graduate certificate program.
- In addition to the certificate programs offered by the School of Public Health, we also collaborate with the College of Professional Studies on a Healthcare Corporate Compliance certificate program (<http://publichealth.gwu.edu/programs/joint-healthcare-corporate-compliance-certificate-and-masters-programs>). This comprehensive, 12-credit certificate offers education in healthcare laws and regulations as well as tools and strategies for creating effective corporate compliance programs. Approximately 30 students are enrolled in this certificate each year.

3.3.d. Description of the school's practices, policies, procedures and evaluation that support continuing education and workforce development strategies.

1. **Certificate programs.** As mentioned above, the School performs periodic reviews of enrollment numbers in certificate programs. New certificate programs are proposed based on a changing workforce environment or because of an identified need. For example, when the Health Insurance Portability and Accountability Act and the federal Anti-Kickback and Stark Laws were adopted, we saw a need to educate corporate compliance officers. The Health Information Technology certificate was created in response to a call for proposals from the U.S Department of Veterans Affairs.
2. **Collaborative agreements.** Many of our ongoing workforce activities are in collaboration with external organizations such as the American Public Health Laboratories; USAID; the Lewin Group; and The National Press Club. Through such partnerships we commit to long-term involvement in work force development that is relevant to our partner organizations.
3. **ASPPH recommendations and reports.** The Milken Institute School of Public Health is an active member in ASPPH. As such, we review and incorporate recommendations from the Association.

3.3.e. A list of other educational institutions or public health practice organizations, if any, with which the school collaborates to offer continuing education.

In addition to those organizations listed in the **ERF 3.3.b: Workforce Development Report**, we have offered many open continuing education events. Over the last three years, SPH has coordinated over 50 events involving faculty, students, and staff of GW as well as the larger public health community. Attendees had the opportunity to participate in discussions at these events, and students also had the opportunity to volunteer for a number of events. Many of these events involved partnering with public health groups, organizations and experts. A selection of highlighted events held since 2013 are described below.

- During Cancer Prevention Month in 2013, the SPH partnered with the Breast Cancer Fund and the H. John Heinz III Center for Science, Economics and the Environment to host an event focused on breast cancer prevention. The event highlighted the results of a groundbreaking report by the Interagency Breast Cancer and Environmental Research Coordinating Committee released earlier that year. Participants included representatives from the partner organizations as well as the National Institute of Environmental Health Sciences. <http://gwtoday.gwu.edu/breast-cancer-experts-emphasize-importance-environment-prevention>.
- An event in March 2013 with featured guest Ashley Judd, actress, humanitarian and public health advocate, that focused on women's rights and reproductive health. <http://gwtoday.gwu.edu/ashley-judd-talks-women's-health-gw>.
- In May 2013, GW hosted the Global Engagement in Care conference, which was co-hosted by the DC Developmental Center for AIDS Research (DC-DCFAR). DC-DCFAR is housed within Milken Institute School of Public Health. The event featured then Secretary of Health and Human Services Kathleen Sebelius. The U.S. Department of Health and Human Services and the Office of the US Global AIDS Coordinator also assisted in the planning. Representatives from the CDC, the White House and OGAC were present. <http://Utoday.gwu.edu/kathleen-sebelius-discusses-global-engagement-hiv-aids>.
- In April 2013, SPH partnered with TEDMED to host TEDMED Great Challenges Day, which was made possible by the Robert Wood Johnson Foundation. Over 40 SPH students volunteered at the event, and two SPH faculty members led breakout sessions. View the media advisory about the event here: <http://www.newswise.com/articles/gw-hosts-tedmed-s-great-challenges-day-to-collaborate-on-complex-problems-in-healthcare>.
- The SPH worked with student leaders, faculty and staff at the school to host a forum focused on gun violence and mental health in April 2013. Students from the Public Health Student Association, the Black Public Health Student Association, Health Policy Student Association and the Department of Professional Psychology developed and shaped the content, themes and

agenda. Panelists included Georges Benjamin of the American Public Health Association; Daniel Webster of the Center for Gun Policy and Research at the Johns Hopkins Bloomberg School of Public Health, Paramjit Joshi of Children's National Medical Center; Richard Cooter and Olga Acosta Price from GW. <http://gwtoday.gwu.edu/forum-examines-gun-regulations-and-public-health-policy>.

- During National Public Health Week 2013, SPH partnered with the American Public Health Association to host a screening of the film *Escape Fire: The Fight to Rescue American Healthcare*. The screening was followed by a panel discussion that included a physician who appeared in the film, a SPH faculty member, and the president and CEO of Core Health. The following story compiles the week's activities as experienced on social media: <https://storify.com/GWPublicHealth/national-public-health-week-at-sphhs-2013>.
- In December 2013, SPH hosted a discussion focused on the future of public health education. The collaborative program included guest speakers Donna Petersen, Dean of the University of South Florida's College of Public Health; Jon Andrus, Pan American Health Organization Deputy Director; Howard Koh, U.S. Assistant Secretary for Health; and Rajiv Rimal, Professor and Chair of the Department of Prevention and Community Health at SPH. View a story about both the mHealth event and the future of public health education event in *GW Today* here: <http://gwtoday.gwu.edu/re-visioning-public-health-and-medicine-21st-century>.
- In February 2014, SPH hosted a week-long series of events to raise awareness for eating disorders, especially on college campuses. The week's main event featured guest Mika Brzezinski, co-host of MSNBC's "Morning Joe." View the week's agenda here: <http://publichealth.gwu.edu/content/sphhs-raises-awareness-eating-disorders-full-week-events>.
- The SPH has hosted multiple events on the Patient Protection and Affordable Care Act, including one in which SPH partnered with the Vitality Institute in February 2014. The Vitality Institute is an action-oriented global research organization. The panel discussion included the Acting Surgeon General of the U.S., the Chief Medical Officer from the Centers for Medicare and Medicaid Services and health policy experts from the private sector and academia, including SPH.
- For 14 years, GW has been involved in the Global Health Mini-University, a day-long conference sponsored by SPH, USAID and the Global Health Professional and Organizational Development. Students, faculty, staff throughout GW and members of the public health community have the opportunity to attend sessions, lead sessions, and present their research. View Global Health Mini-University Conference Highlights from 2015: <http://www.mini-university.org/content/2015-highlights>.

- In the fall of 2014, SPH hosted two major events surrounding the Ebola virus outbreak crisis. The first event, held in September, focused on the Global Health Security Agenda and was held in collaboration with the White House. SPH faculty members spoke at the event and were involved in the development of the Global Health Security Agenda. The second event, held in October, convened a panel of SPH faculty experts to discuss current challenges and how to move forward. Read the press release about the October event here: <http://publichealth.gwu.edu/content/ebola-panel>.
- In December 2014, the SPH worked with WETA, the DC-area’s public broadcasting station, to film a segment for its documentary series, “Cancer: The Emperor of All Maladies,” in the SPH auditorium. The documentary was based off the book by Pulitzer-Prize-winning author Siddhartha Mukherjee. The segment filmed at SPH featured host Katie Couric, global news anchor, Yahoo! News and co-founder, Stand Up To Cancer (SU2C); with Ken Burns, executive producer and series creative consultant; Siddhartha Mukherjee, author, “The Emperor of All Maladies: A Biography of Cancer”; and Sharon Percy Rockefeller, president & CEO, WETA.
- In June 2015, The George Washington University mHealth Collaborative and ICF International hosted a 1-day symposium on the challenges and opportunities around the integration of mHealth into health systems for disease prevention and management. Topics covered included mHealth and health behavior change, the use of Apple's ResearchKit, text messaging in health systems for patient care and engagement, cyber security and privacy, and global mHealth. The symposium featured speakers from the George Washington University, the National Institutes of Health, the Veteran’s Affairs Office of Connected Health, the Dana Farber Cancer Institute, Johns Hopkins University and ICF International. See more at: <https://smhs.gwu.edu/mhealth/events/symposium-mhealth-health-systems-era-healthcare-transformation>

3.3.f. Assessment of the extent to which this criterion is met and an analysis of the school’s strengths, weaknesses and plans relating to this criterion.

This criterion is met.

Strengths:

- The new building supports greater flexibility in offering continuing education opportunities.
- SPH has established many long-term collaborations for workforce training.
- SPH works collaboratively with other GW units to offer continuing education.

Challenges:

- No centralized office to coordinate all workforce activities.
- Funding for important workforce development is limited.
- We do not currently track workforce funding specifically.

Future Plans:

- Leverage the curriculum created for our two online programs to develop and launch at least one MOOC related to health impacts of climate change.
- Pursue high-quality partners to expand our workforce development offerings.
- We have not historically tracked specific affiliations of those attending many of our sponsored events. Going forward, we will add an affiliation line on any event sign in sheets.