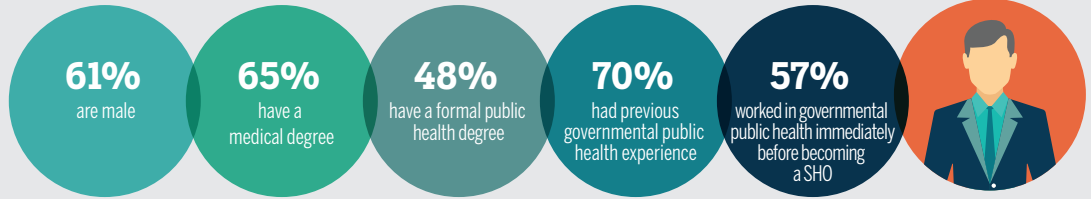




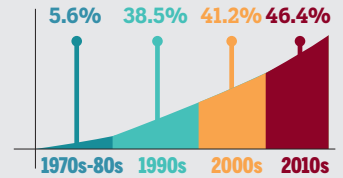
THE SHO-CASE STUDY

STATE HEALTH OFFICIALS
CAREER ACHIEVEMENT AND SUSTAINABILITY EVALUATION

The Average State Health Official (SHO)

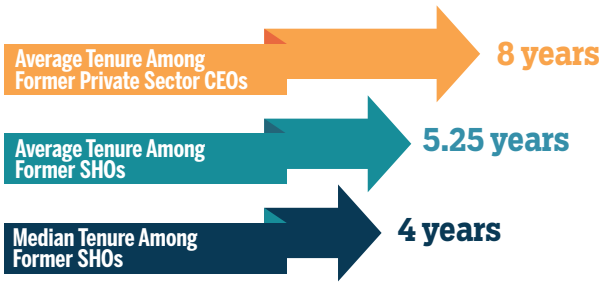


The proportion of SHOs that were female increased significantly by decade from 5.6% in the 1970s/80s to 46.4% in the 2010s. Currently, state governmental public health workforce is 72% women.

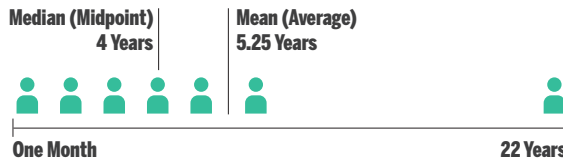


Trends Among SHOs 1980 – 2017

SHO tenure is the lowest it has ever been



SHO Tenure



SHOs in states in the highest quartile of health rankings* had significantly longer average tenures (6.5 compared to 4.7 years)
**United Health Foundation's America's Health Rankings*



Average Tenure of SHOs



Most Common Reasons for Turnover



What Former SHOs Wish They Had Known



Political Processes

- How to relate to the governor's office
- How best to relate to the governor's senior staff
- Better understand, relate to, and influence the legislative process



How State Government Works

- Better understanding of governmental budgeting and finance and how to defend the agency's budget
- How to manage governmental change
- Overcoming silo issues, changing organizational culture, and workforce development strategies



Partnership Development Approaches

- Cross-sectoral partnership development approaches
- Ways to work more effectively with other agencies of state government
- Better understand relationships with the federal government including grants and other policy issues

Defining SHO Success



Team Building

- 1 Support formal development for existing team members
- 2 Conduct formal leadership succession planning
- 3 Recruit and retain new talent to address skill gaps
- 4 Enhance team cohesion through team-building experiences



Organizational Accomplishments

- 1 Policy change, including laws, regulations, and departmental policies that support evidence-based interventions
- 2 Program development through a new or enhanced public health agency organizational focus