Contents

Acknowledgments xi
Contributors xiii

Introduction to the Strategic Skills Framework 1
Michael R. Fraser and Brian C. Castrucci

1. What PH WINS Tells Us about the Interests, Needs, and Satisfaction of the Public Health Workforce 11
Katie Sellers, Moriah Robins, and Kyle Bogaert
2. Vision, Mission, Strategy, and Culture as Core Concepts of Public Health Practice 21
Michael R. Fraser
3. Systems Thinking for Public Health Professionals 38
Jane Branscomb, with James E. Dills, Glenn Landers, Karen J. Minyard, and Kristen Hassmiller Lich
4. Change Leadership: The Opportunity for a Renewed Public Health Vision 54
Christina R. Welter, Kris Risley, Cynthia D. Lamberth, Jeannine Herrick, and Steve Orton
5. Leading Change at the Team and Organizational Levels 72
Jeannine Herrick, Christina R. Welter, and Steve Orton
6. Leading with a Health Equity Lens 84
Jewel Mullen
7. Effective Communication 94
Renata Schiavo and Mayela Arana

8. Managing and Leading in a Public Health 3.0 Era 111
Michael R. Fraser

9. Problem-Solving and Decision-Making Skills for Public Health Practice 122
Michael R. Fraser

10. Purpose, Passion, and the Public's Health: A Brief Guide to Employee Motivation and Engagement for Public Health Leaders and Managers 137
Amber Norris Williams, Michael R. Fraser, and Robin Matthies

11. Using Data to Guide Public Health Action and Societal Change 150
Catherine C. Slemp

12. Strategic Resource Management 168
Edward M. Cahill

13. Justice, Equity, Diversity, and Inclusion in Public Health: Leveraging the Power of Diverse Teams to Optimize the Public's Health 177
Michael R. Fraser

14. Growing Strategic Skills to Support Innovation in Governmental Public Health 189
Jessica Solomon Fisher, Reena Chudgar, and Grace Castillo

15. Overview: Moving from Programs to Policies: The Public Health Professional as Advocate 203
Edward L. Hunter and Grace Castillo

16. Policy Development and Engagement: Turning Evidence into Action 213
Katrina Forrest and Shelley Hearne

17. Evidence-Based Policymaking and Public Health Practice 230
Marcus Plescia and Ross C. Brownson

18. Public Health Informatics, Big Data, Advanced Analytics, and Emerging Technology 245
William J. Kassler

19. Public Health's Essential Ingredient: Inclusive Community Engagement 257
Manal J. Aboelata and Sheila B. Savannah

20. An Advocacy Primer for Public Health Practice 268
Carolyn Mullen and Laura Hanen

Afterword: Leading Public Health—A Look Ahead 278
Marissa J. Levine

Index 283