



Under Pressure: The public health workforce reports growing strain, felt most acutely by younger employees.

## Workforce strain is taking a toll

When asked about what has changed since 2024:

**35%** report worsening feelings of burnout



**34%** report a stress level that is worse or much worse



Employees reporting worse or much worse feelings of burnout



Employees reporting worse or much worse mental and emotional wellbeing



## Political conditions are affecting employees' work

**Nearly 1/3** (29%) say their agency's ability to do its work has worsened since 2024



**41%** say their work unit's budget is worse than in 2024



**44%** say information from federal public health agencies has gotten much worse



**Nearly half** (47%) say outside politics are negatively influencing their work unit's activities



## Many employees plan to leave their organizations

Employees planning to leave in the next year:

**31%** of those 35 and under



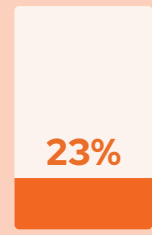
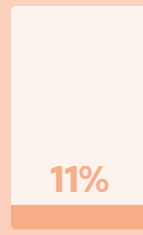
**23%** of those age 36 to 54



**25%** of those 55 and older



**23%** of employees age 61+ plan to retire in the next year, up from **11%** in 2024



## Reasons for leaving have shifted

Among those planning to leave:

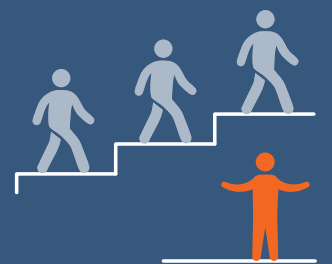
**22%** cited job instability as a top reason, doubled from **11%** in 2024



**40%** of employees cited lack of opportunities for advancement as a top reason for leaving in 2024.



Those opportunities remain limited: in 2026, **one-quarter** of employees reported that their opportunities for advancement were worse or much worse than in 2024.



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