



Strategies to Strengthen the Capacity of the Public Health Workforce

BY PHIG PARTNERS



SHAPING TOMORROW'S PUBLIC HEALTH TODAY.



Kenneth Harrison, Director
Workforce Development, PHIG PI

Alaina Robinson
PHIG Evaluator

Dyan Hunter
PHIG Manager

ADPH is a Centralized State

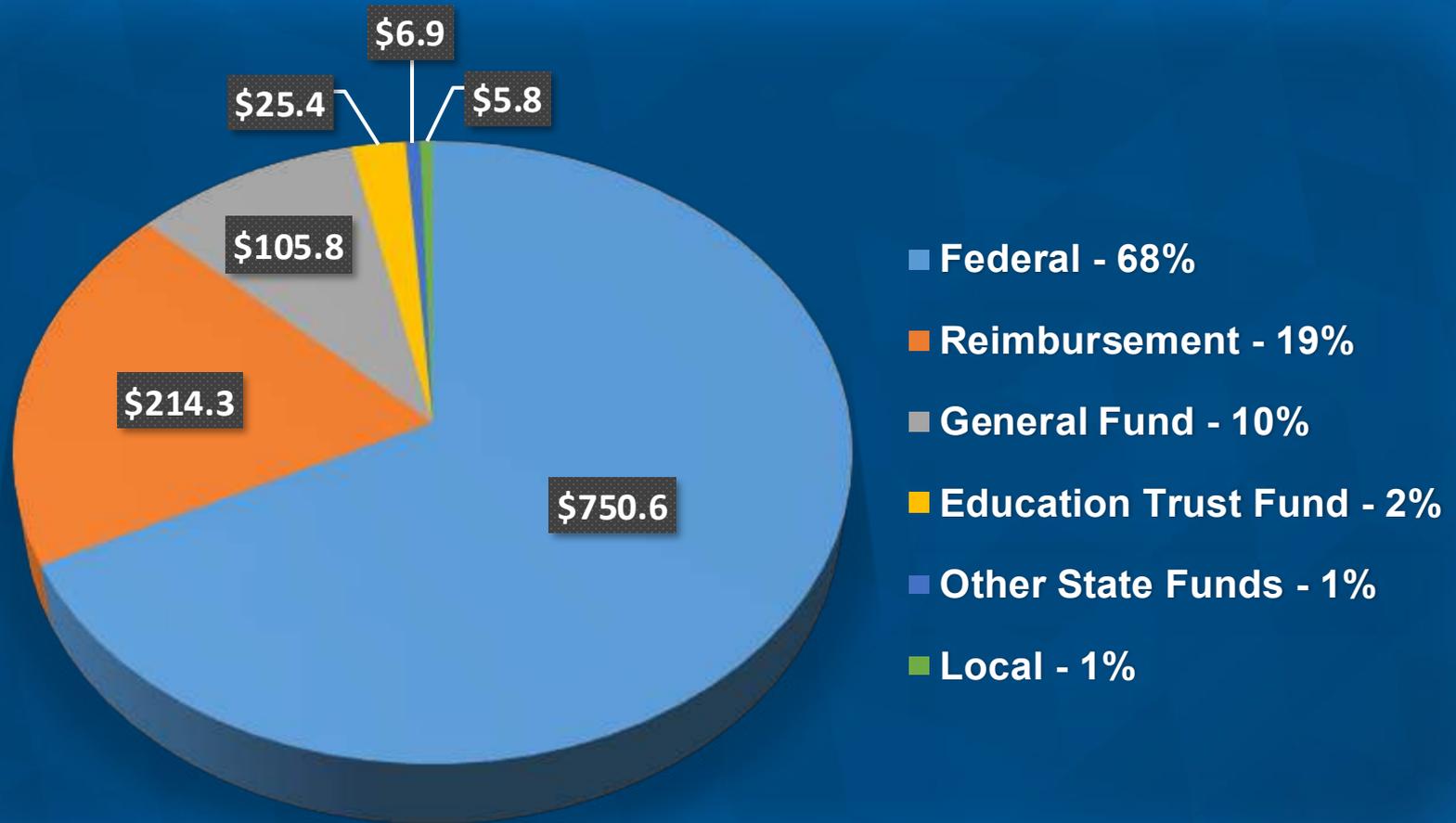




What grant training opportunities does your health department offer to your staff?

Funding Sources – FY2024

(number in millions)



Ensuring compliance with federal funding is essential and crucial to be able to continue to receive funding for current and future programs

Who Needs Grant Training?



Grant Training

Offered by:  **FELDESMAN**
TRAINING SOLUTIONS

Standards for
Financial
Management
Systems

Grant Management
101

What Grantees Need
to Know About the
New Administration's
Executive Orders

Contracts Under
Grants: Required and
Recommended Terms
and Conditions

Federal Grant Forms:
What are They and
What do You Need to
Do?

Prior Approvals:
When, Why, and How

Managing Research
Grants

The Single Audit
Under the Uniform
Guidance

Intermediate Federal
Cost Principles and
Risk within the
Selected Item of
Costs

The Allowable Cost
System

Cost Allocation and
Indirect Cost Rates

Procurement
Standards Under the
Uniform Guidance

FAR-Based Contracts
vs. Grants and
Cooperative
Agreements

Grant Training



Grant Management
Workshop

Managing
Subawards

Required Grant Training

CDC TRAIN



CDC Foundation
Together our impact is greater



CERTIFICATE FOR COMPLETION

granted to

Kenneth Harrison

for completing



**FEDERAL GRANTS
MANAGEMENT**
TRAINING SERIES

11/27/2024

DATE COMPLETED

Grant Training

ADPH's Vision for Future Grants Training

Knowledge and skills for PH grant writing and management

Grant Writing Modules

Grant Management Process Modules

How to evaluate RFP

NOVEMBER 8,
2024



TENNESSEE INSTITUTE
of PUBLIC HEALTH
EAST TENNESSEE STATE UNIVERSITY

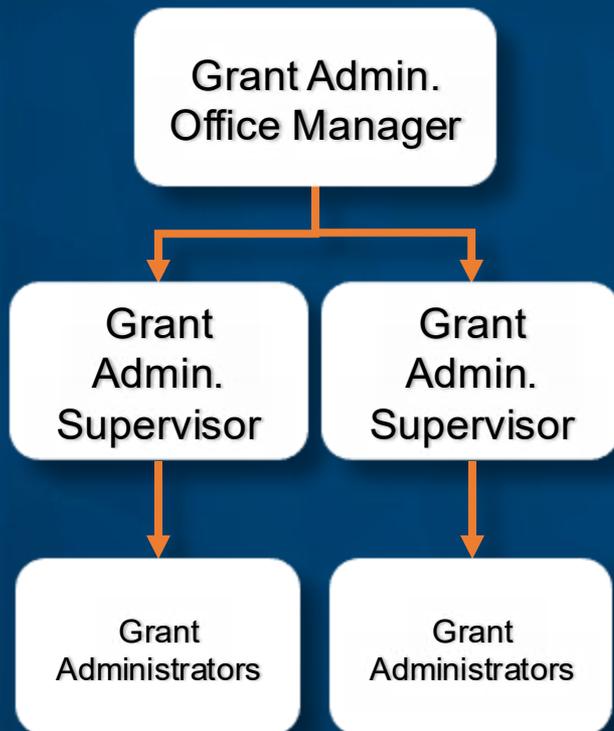
PUBLIC HEALTH INFRASTRUCTURE GRANT PROGRAM

PRESENTED TO:
ALABAMA DEPARTMENT OF PUBLIC HEALTH
MISSISSIPPI PUBLIC HEALTH INSTITUTE
PROPOSAL OUTLINE BY:
TENNESSEE INSTITUTE OF PUBLIC HEALTH
CENTER FOR RURAL HEALTH AND RESEARCH
TENNESSEE PUBLIC HEALTH TRAINING CENTER

Centralized Grants Administration Office

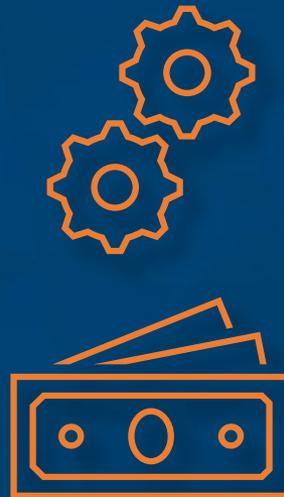
Organization

- Centralized approach not just program specific



Challenges

- Current staffing overwhelmed with preparing and managing grant proposals/ budgets



Responsibilities

- Seek additional grants
- Streamline and standardize processes and forms
- Assist and ensure blending & braiding
- Maintain continuity of work processes and compliance with grants
- Assist with subrecipient risk assessments, monitoring and site visits, desk audits, and external audits
- And...

...provide and coordinate grants training

Joint Grant Management Training Sessions



Joint Grant Management Training Sessions



Office of Program Integrity



Office of General Counsel



Bureau of Financial Services

Session Topics

JGMT #1

Uniform Guidance, 2 CFR Part 200



Grant documentation requirements and guidelines



Grant fraud red flags



Risk assessments and subrecipient monitoring plan



Grant Documentation and Guidelines



Document everything!



Verify and support that costs are allowable, allocable, and reasonable

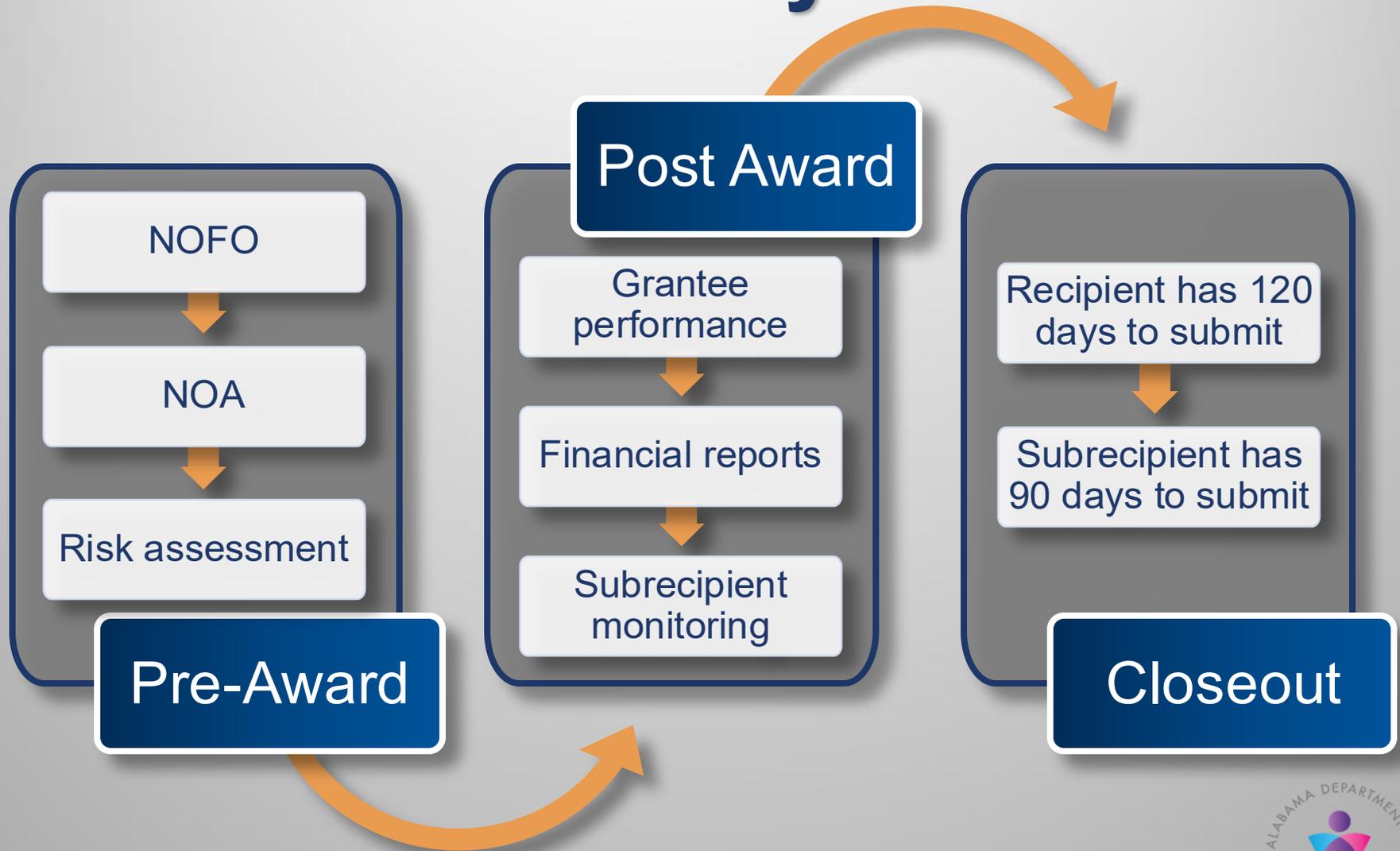


Comply with NOFO and NOA



Supply source documents to help prepare financial statements and minimize chances of fraud

Grant Cycle



Grant Fraud

Pre-Award

- False statements
- Duplicate funding
- Inflated budgets

Post Award

- Unallowable, not allocable, or unreasonable costs
- Inadequate documentation

Closeout

- False statements
- No/late/inaccurate reports

Risk Assessments

Subrecipient

1. Determines eligibility for federal assistance
2. Has its performance measured against objectives of federal program
3. Has responsibility for programmatic decision-making
4. Is responsible for adherence to applicable federal program requirements specified in the federal award
5. Implements a program for a public purpose specified in the authorizing statute, as opposed to providing goods or services for the benefit of the pass-through entity

Contractor

1. Provides the goods and services within the normal business operations
2. Provides similar goods and services to many different purchasers
3. Normally operates in a competitive environment
4. Provides goods or services that are ancillary to the operation of the federal program
5. Is not subject to compliance requirements of the federal program as a result of the agreement, though similar requirements may apply for other reasons

Session Topics

JGMT #2

How to track federal budget



Field vouchers and material receipts



Legal and financial systems



Equipment and supply policy



Grant management technical assistance requests



Session Topics

JGMT #3

Single Audit



Subrecipient Monitoring in Practice



Contractor vs. Subrecipient

Determine if
**Contractor or
Subrecipient**



Perform
Subrecipient
Risk Assessment

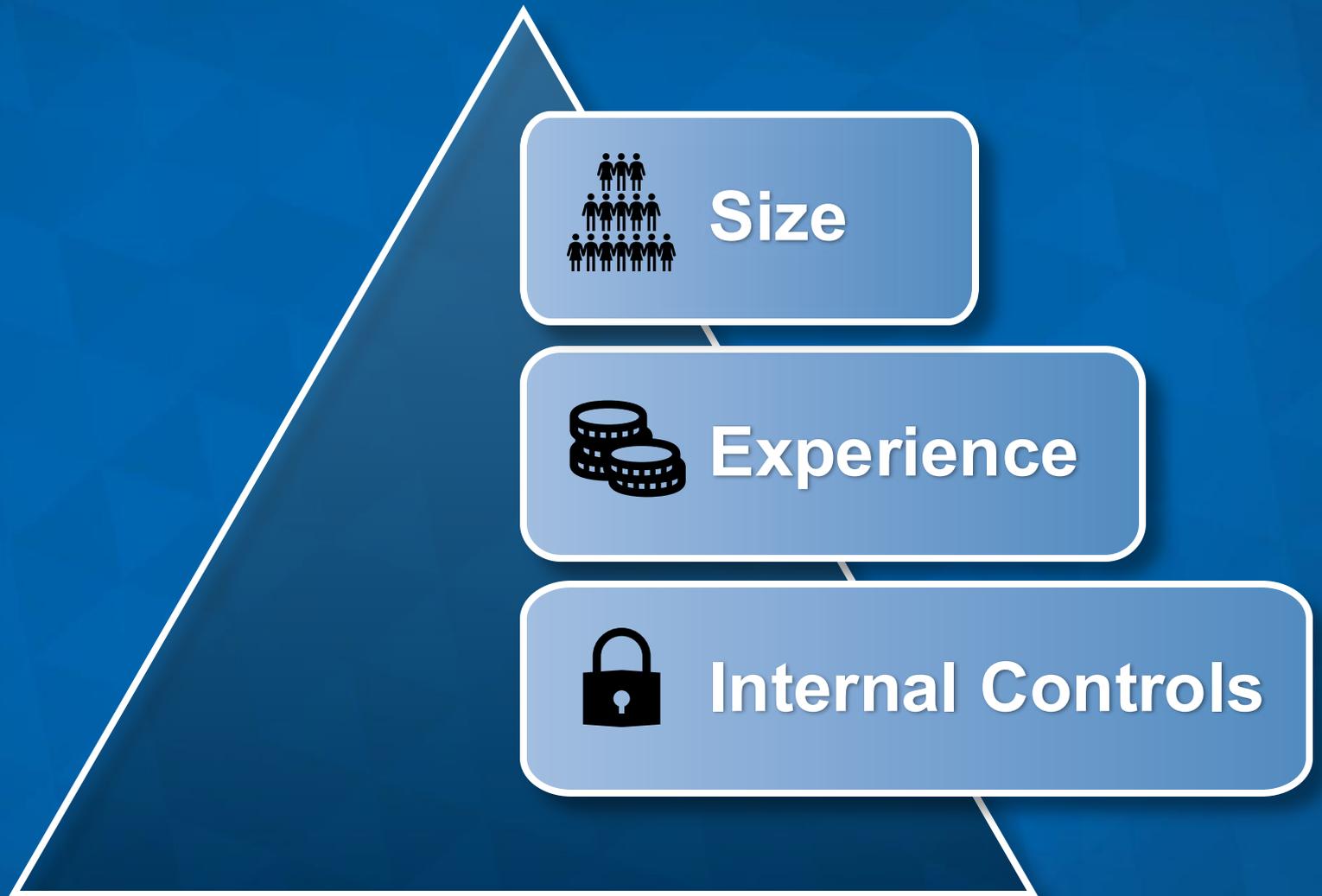


**Office of
Program Integrity**
to assist with
determination



Training needed
for ADPH staff
who work with
subrecipients

Risk Assessment Factors



Monitoring Plan

High Risk

Documentation on **Everything**

Frequent
Audits

Moderate Risk

Documentation **Often**

Auditing **semi**
annually

Low Risk

Documentation at **Minimum**

Minimum
Auditing

Documents to Request for Site Visit



Example Request



Site Visit Source Documentation Request

This site visit is a hands-on review conducted at the Mobile County Health Department to verify compliance with the terms of the grant and to observe the implementation of grant-funded activities. The purpose of the site visit is to ensure that the grant funds are being used appropriately and that the program is achieving its objectives. This visit allows us to gain a comprehensive understanding of your operations, verify physical assets, and interact directly with your staff.

Our aim is to support you in identifying and correcting any potential issues before they are cited by external auditors. By working together, we aim to avoid any audit findings that could negatively impact your organization. This collaborative approach helps us both maintain high standards of accountability and integrity in managing public funds.

Deadline for Submission	March 14, 2025
Date of Site Visit	March 20-21, 2025
Contact Information	Dyan.hunter@adph.state.al.us
Sample Period	March & October 2024
Grant ID	GC-24-160 & GC-25-101

Documentation to be Submitted in Advance

Please provide copies of the following documentation before the Site Visit for preliminary review.

1. Organizational Documentation

- *Organization Charts*: Detailed charts showing administrative structure and key personnel roles.
- *Job Descriptions*: Descriptions of roles and responsibilities for all staff involved in the grant (funded by the grant or in roles that support the grant).
- *Internal and External Review Reports*: Any reports from internal or external reviews conducted on your organization if applicable.

2. Financial Documentation

- *Reimbursement Requests and Payment Records*: Documentation supporting requests for reimbursement and records of payments received.
- *Time Sheets and Activity Reports*: Signed time sheets and reports detailing activities performed by staff on grant-funded projects for Invoice #1153 (previous time sheets for this monthly invoice excluded the Activities column).
- *Budgets and Expense Reports*: Comprehensive budget reports showing planned versus actual expenditures. Correlate MCHD's numbers with ADPH's numbers.
- *Financial Statements*: Balance sheets, income statements, and cash flow statements relevant to the grant periods. BP2 – 12/1/2023 - 11/30/2024 & BP3 – 12/1/204 – 11/30/2025.



- *Internal Reports*: Internal reports used to account for transactions relevant to the grant, such as trial balances and treasury reports.
 - *Travel & Per Diem Reports*: Reports detailing travel and per diem expenses, along with supporting invoices and reimbursement documentation.
 - *Indirect Cost Support*: Documentation supporting the calculation of indirect costs, including detailed general ledger expenditure reports and cost allocation plans up to date for the active agreement.
 - *Chart of Accounts*: The accounting system categorizing financial transactions.
- #### 3. Programmatic Documentation
- *Unsubmitted Progress Reports*: Any progress reports that have not yet been submitted, including narrative descriptions of project progress.
 - *Vendor Listings*: List of all vendors providing services for the grant, including contact information and service details related to vending machines, data center development, and IDF closets.
 - *Inventory Listings*: Inventory of items purchased with grant funds and corresponding insurance policies.
 - *Training Reports*: Receipts, agendas, and expenditure reports related to training activities funded by the grant such as those associated with the media training room, PHAB training, and ESRI training.

Documentation to be Made Available Upon Arrival

Additional documentation may be requested during the site visit. We plan to discuss March and October's invoices and activities in greater detail as a sample as well as relevant policies and systems previously evaluated in our risk assessment process.

Monitoring Report



Example Report



Findings and Recommendations

Enter specific findings here, including any issues or positive outcomes identified.

Finding	Details
Property Threshold	Recommended using \$500 equipment threshold to align with state requirements; MCHD verified two pieces of equipment listed in BP2 budget
Kiosks	Visited kiosks at a community partner and viewed demonstration of functionality; kiosk contains Narcan, condoms, and gun locks; also provided data on kiosk consumer report by location
Budget Revision	Requested budget revisions for BP2 and BP3; identified two employees not listed on BP2 and travel not detailed correctly in BP2 and BP3; requested remove consultant title and replace with contractor
IDF Closet	Provided before and after photos of two different locations where IDF closets were assembled to close off switch racks with vented doors and fire-suppression systems
Data Security Software	Demonstrated the benefits of new security software purchased and the related equipment
PHAB	Completed readiness assessment for PHAB pathways and are beginning initial accreditation
Employee Training Center	Discussion of plans to create new training room at MCHD

Based on these findings, check the appropriate box to indicate your recommendation.

- No significant issues found.
- Minor corrective actions needed.
 - Aside from simple budget revision, no other corrective actions needed & findings positive
- Major corrective actions needed.
- Positive findings (met or exceeded expectations).





ALABAMA DEPARTMENT OF

EST.

1875

PUBLIC HEALTH

Stories and Science from the Field: Digital Learning to Strengthen the Environmental Health Workforce

Betty Bekemeier, PhD, MPH, RN, FAAN

Northwest Center for Public Health Practice Director

PHIG Annual Recipient Convening: Gateway to Growth

Wednesday, August 20th, 2025



By the end of this session, you will be able to:

- Identify one or more current key skill areas for environmental health professionals to succeed in their roles
- Explain how environmental health professionals and workforce partners provide feedback to shape training materials that upskill the workforce
- Consider one or more components of effective and engaging training that target specific skills for environmental health professionals



Public Health Trivia:

What percentage of the public health workforce is comprised of environmental health professionals?

- A. 1%
- B. 6%
- C. 12%
- D. 18%
- E. 24%



Environmental health (EH) professionals work in areas like:

- Food safety and protection
- Water safety and protection
- Emergency preparedness and response
- School safety
- Vector control

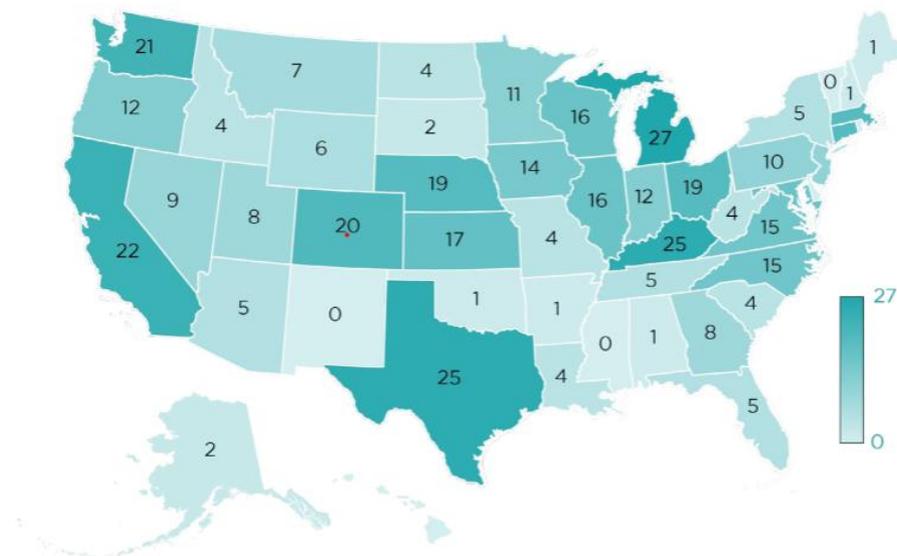
Challenges facing the EH workforce include:

Environmental Health Training Needs Assessment

In 2024, NEHA, in partnership with NNPHI, created a **training needs assessment** that was disseminated to hundreds of environmental health professionals across the country.

Responses were collected across a diverse collection of jurisdictions and respondents.

FIGURE 1. State Representation in Training Needs Assessment (n = 477)



Source: [Environmental Public Health Training Needs Assessment, Summary of Findings | 2024](#)

Respondents prioritized content by relevance and staff preparedness in key EH topic areas, including:

- Food safety and protection
- Intersection of environmental and public health
- Pollution prevention
- Hazmat response
- More!



Results show that the EH workforce needs a **solid grounding in basic sciences** and **greater capability to correlate scientific principles with environmental determinants and human health.**

Data suggested that staff required training in **explaining scientific justifications for connecting EH hazards to health outcomes.**



Respondents suggested additional content focusing on:

- Communication and interpersonal skills
- Cultural competency
- Safety and awareness
- Legal and ethical considerations
- Specialized training needs



Training needs based on roles and experience:

- Variability in staff background
- Impact of staffing size
- Specialization in work

Training needs based on regional and geographic differences:

- Resource and access limitations
- Rural vs. Urban training needs

Preferred training methods include a multifaceted approach, including:

- Blended learning
- Interactive techniques (e.g., video)
- Modular learning
- Mobile-friendly learning

Additionally, recommendations for training content included:

- Introductory orientation
- Scenario-based learning
- Innovative training methods



Think-Pair-Share:

Imagine that you are seeking foundational public health training for yourself or your organization.

What does that training look like? Think creatively!



Partnership sought to determine training content that is data-informed and addresses broad EH workforce challenges

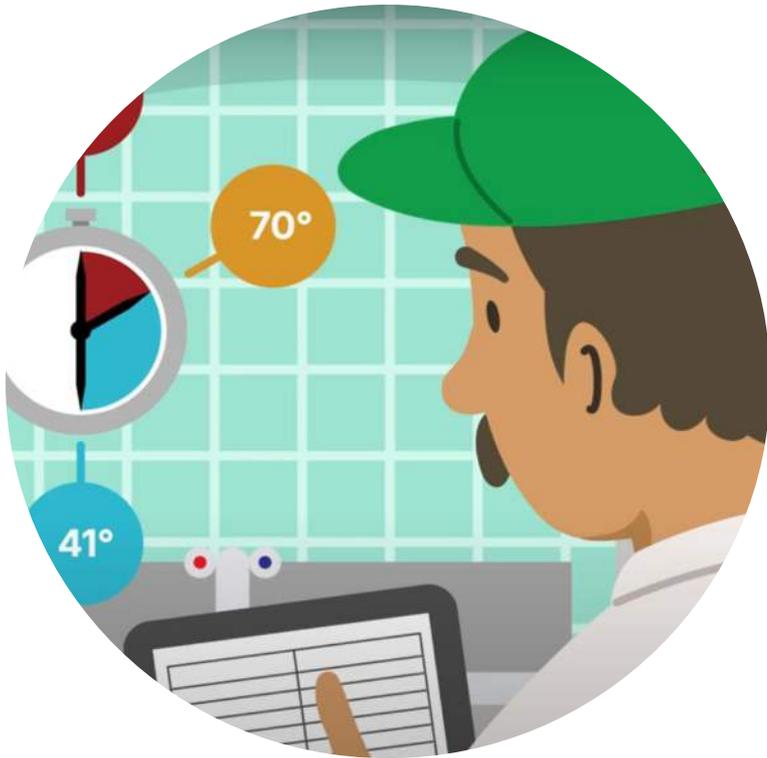


- **Module 1: Food Safety**
- **Module 2: Clean Water**
- **Module 3: Clean Water, Pt. 2**
- **Module 4: Recreational Waters**
- **Module 5: Solid and Hazardous Waste**
- **Module 6: Housing and Institutional Health**
- **Module 7: Industrial Hygiene**
- **Module 8: Pests and Vector Control**
- **Module 9: Air Quality**
- **Module 10: Disaster Management**



Learning content provides focus on:

- Scientific and professional competencies
- Core skill areas with specialized elements
- Reflection and critical thinking
- Structured learning pathway



Asynchronous delivery with tailored features:

- Persona-based scenarios
- Storytelling elements
- Meets learners/organizations where they are





The course has recently concluded its development phase. Next up:

- Pilot-testing and review
- Expected launch date: October 2025
- Dissemination to begin in Fall

We would like to acknowledge the many partners who made this project possible. Special thanks go to:

- D. Gary Brown, Dr. PH, CIH, RS, DAAS, Eastern Kentucky University
- Chad Lynch, Kentucky Department for Public Health
- Morgan Clements, Kentucky Department for Public Health
- Diana Hamer, PhD, National Network of Public Health Institutes
- Jaime Jimenez, MPH, National Network of Public Health Institutes
- Todd Philips, RS, Washington State Department of Health





From the Washington Integrated Food Safety Center of Excellence and the Northwest Center for Public Health Practice, Foodborne is a new podcast that shares from the food safety workforce.

Check out Season 1, wherever you get your podcasts!

- [RSS Feed](#)
- [Apple](#)
- [Spotify](#)



The Northwest Center for Public Health Practice provides support to public health organizations locally, regionally, and nationally.

Our services include:

- Training
- Research
- Evaluation

Northwest Center for Public Health Practice

Contact Us

Barb Rose
barbrose@uw.edu

Betty Bekemeier
bettybek@uw.edu

Connect With Us

www.nwcphp.org

