

How Is CDC's Public Health Infrastructure Grant (PHIG) Supporting the Nation's Public Health Workforce?

Workforce (A1) Mid-Grant Evaluation Findings (Dec 2022-May 2025)

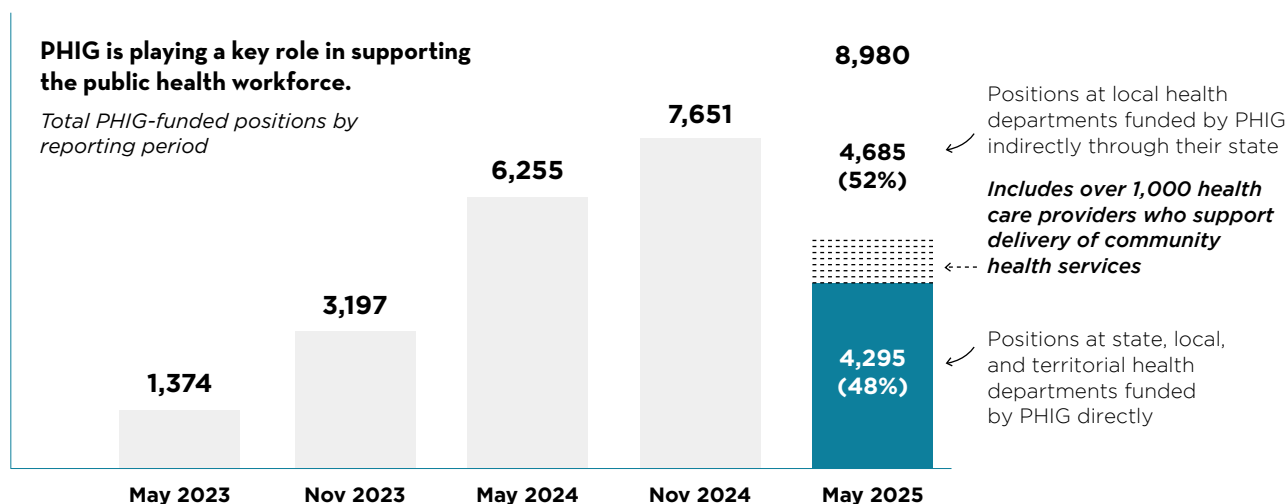


National Evaluation Team

A strong public health workforce is essential for delivering services, responding to health threats, and improving community health outcomes. Through PHIG funding, as well as technical assistance from National Partners, CDC is helping health departments recruit, train, and retain the workforce needed to carry out critical public health functions. As of May 2025, PHIG national and regional partners have fulfilled 934 technical assistance requests from recipients - 422 of those focused on workforce.

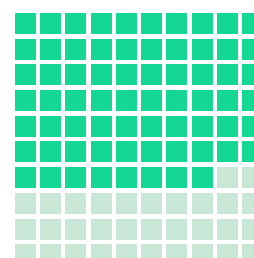
1. PHIG is helping health departments address critical workforce gaps where they need it most.

PHIG supports recipient-driven activities to enhance recruitment and hiring. PHIG also supports 8,980 health department positions, over half of which are in local health departments. These positions fill essential staffing gaps in historically under-resourced communities. Across these local agencies, **PHIG funds more than 1,000 public health physicians, nurses, and other health care professionals who provide direct services to community members or work behind the scenes to make health services accessible.**



2. PHIG is allowing agencies to retain important staff, helping promote continuity of essential public health functions.

While 32% of all PHIG-funded positions (2,858 of 8,980 positions) have been filled by new staff, the remaining 68% of PHIG-funded positions (6,122 of 8,980 positions) have been filled by existing staff whose previous positions may have been at risk due to disruption or loss of other funding sources. This means that **PHIG is helping health departments attract new professionals while retaining existing talent and expertise, strengthening the workforce that keeps communities safe and healthy.**



68%

of PHIG-funded positions have been filled by current (i.e., internal) health department staff

3.

PHIG is helping health departments build workplaces where people want to **stay and grow**, addressing challenges like burnout which affects 71% of the governmental public health workforce according to the 2024 Public Health Workforce Interests and Needs Survey ([PH WINS](#)). About 9 in 10 PHIG recipients report using PHIG funds to support staff development, implementing activities like staff input surveys, employee wellness programs, and career advancement ladders. Midway through the grant, **PHIG recipients reported a 90% median permanent staff retention rate, reflecting health departments' efforts to promote staff wellness, address burnout, and increase job satisfaction among the professionals who protect our communities.**

Recipient Spotlight



The **Alabama Department of Health** and the **Virginia Beach Department of Public Health** have both used PHIG technical assistance to conduct “stay” interviews and surveys to gauge job satisfaction and growth opportunities. These health departments are applying what they learn to retain and support high-performing employees.

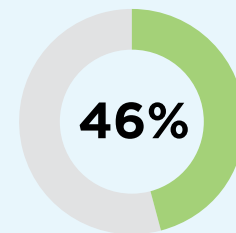
4.

With the help of PHIG funds and technical assistance, recipients are implementing hiring efficiencies and advancing their workforce planning, systems, processes, and policies.

Nearly all recipients (99%) are using PHIG funds to strengthen workforce planning, systems, processes, and policies, with 82 recipients reporting specific successes such as creating or revising workforce development plans and policies. National and regional partners have supported recipients through 114 fulfilled technical assistance requests in this focus area.

Amidst widespread public health hiring and funding disruptions, about half of recipients (46%) reported mid-grant hiring timeliness improvements (decrease in days to fill positions).

By applying continuous quality improvement to hiring and workforce processes, health departments can ensure continuity in performing critical public health functions and delivering essential community services.



of recipients reported **mid-grant improvements to hiring timeliness** (decrease in days to fill positions).

Recipient Spotlight



Using PHIG, the **Detroit Health Department** implemented a workforce recruitment and retention plan that helped them fill 35% more positions than anticipated, surpassing the organization's 2024 hiring goal.

5.

Health departments are using PHIG funding and technical assistance to address staff training needs, supporting a workforce that is better prepared to tackle public health challenges.

Most recipient health departments report using PHIG funds to deliver training (96%), identify staff training needs (87%), and increase access to external training opportunities in critical areas (64%). Recipients also frequently request PHIG technical assistance for training needs that they may not have capacity to address alone. As of May 2025, **PHIG national and regional partners have fulfilled 165 technical assistance requests from recipients seeking support for training, equipping health departments with the skills necessary to address local public health needs.**

Recipient Spotlights



Based on 2024 Public Health WINS survey data, over 80% of the **Nevada Division of Public and Behavioral Health (DPBH)** workforce does not have a public health degree or formal education in public or behavioral health subject matter. Nevada DPBH partnered with the University of Nevada, Reno (UNR) and used PHIG funding to enroll 18 staff in UNR's "Basics of Public Health" online course. They also trained staff across the department on modern quality improvement approaches, including Lean Six Sigma, with more than 20 staff members getting certified.



Marion County Public Health Department in Indiana is using PHIG funds to provide training programs on public health competencies (e.g., food safety, mental health first aid, emergency preparedness) for their staff, enhancing knowledge about Foundational Public Health Services among staff.

How health departments are using PHIG funds



Why This Matters

These findings show that health departments are using PHIG to close critical staffing gaps, improve hiring and workforce planning processes, train staff to address current and future public health threats, and retain skilled workers. **Investments in the public health workforce allow health departments to deliver consistent, high-quality services that protect and promote community health.**



National Evaluation Team

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