DATA, ANALYTICS, AND INFORMATICS

12%

This domain addresses the statistical and methodology tools that are used by public health professionals to conduction data collection, analysis, interpretation, and presentation of information. It considers how measures are calculated, their limitations, and the information technology used in calculations. In addition, it addresses evidence-based concepts and theories from social and behavioral disciplines and key social and demographic factors that affect population health.

1. Differentiate between primary data and secondary data and their applications
2. Identify existing secondary data sources
3. Identify validated instruments or methods for data collection
4. Design data collection tools/surveys
5. Perform data cleaning and management to ensure validity and reliability
6. Conduct descriptive statistics commonly used to summarize data
7. Interpret mortality, morbidity, prevalence, incidence, and risk data
8. Interpret quantitative and qualitative results in public health studies or reports
9. Identify the strengths and limitations of data collected from population health surveillance systems and registries
10. Synthesize information from different sources or studies
11. Create and interpret data visualizations (e.g., graphs, charts)
12. Understand the importance of informatics in public health
COMMUNICATION

12% This domain addresses the strategies and methods for addressing varied populations effectively, closing gaps and assuring that information is presented at an appropriate level of health literacy. It considers the process for creating ethical communication messages regarding health issues, especially concerning disparities; health needs; recommendations, and results of evaluations. Communication should facilitate team building and highlights the role of public health in health systems.

1. Communicate in a responsive, responsible, and professional manner
2. Identify communication needs and gaps
3. Assess health literacy of populations served and apply health literacy concepts
4. Develop and implement communication plans
5. Incorporate culturally appropriate approaches into communications
6. Use risk communication models/principles to address public health issues, emergencies, crises, and disasters
7. Identify and utilize social, digital, and traditional media in public health communication
8. Assess communications for effectiveness
9. Apply ethical principles and analysis in developing communication plans and promotional initiatives
10. Apply facilitation skills in interactions with individuals and groups
11. Translate data for dissemination across a variety of audiences
DOMAIN 3 LEADERSHIP

9%

This domain addresses the identification and implementation of strategic planning concepts and approaches to guide organizational decision making, motivation and development of workers, and capacity building both within and among organizations. The processes considered include critical analysis, team building, change management, negotiation, performance management, and continuous improvement.

1. Prioritize and justify allocation of resources
2. Apply appropriate organizational change management concepts and skills
3. Apply conflict management skills
4. Implement team building skills and strategies to support and improve team performance
5. Apply negotiation skills
6. Establish and demonstrate standards of performance and accountability
7. Utilize evidence or data to inform decision making and planning
8. Develop strategies for collaborative and inclusive problem solving, decision-making, and evaluation
9. Develop capacity-building strategies at the individual, organizational, or community level
10. Contribute to the development, implementation, and evaluation of a strategic plan for an organization or with a community in conjunction with key stakeholders
11. Communicate an organization’s or a community’s mission, goals, values, and shared vision to stakeholders
12. Develop, implement, and evaluate a continuous quality improvement plan
13. Evaluate organizational performance in relation to strategic and defined goals
14. Motivate others within an organization or community to operate effectively
15. Encourage innovative solutions to current, persistent, and emerging problems
**DOMAIN 4**  
**LAW AND ETHICS**

8%

This domain considers the concepts and scope of ethical and legal principles and their application to practice, research, and policy. It considers the management of conflicts of interest and concerns for health disparities, social justice, and human rights.

1. Identify regulations regarding privacy, security, confidentiality (e.g., personal health information)
2. Design and implement strategies to ensure compliance with laws and regulations governing the scope of one’s legal authority
3. Apply ethical analysis and principles to public health research, practice, and policy
4. Apply ethical and equitable principles in the collection, maintenance, use, and dissemination of data and information
5. Identify and manage potential, perceived, and actual conflicts of interest
6. Identify the role of international health regulations in promoting and protecting public health
7. Assess the health impacts of laws, policies, and regulations on public health

**DOMAIN 5**  
**DISEASE AND INJURY PREVENTION**

11%

This domain considers the application of evidenced-based biological concepts and their impacts on human health. It also addresses the identification of factors related to infectious and non-infectious diseases and how they affect personal and population health.

1. Identify health hazards and assess their frequency and impact on public health
2. Identify risk and protective factors for modes of transmission for infectious diseases and how they affect public health
3. Identify risk and protective factors for non-infectious chronic diseases and how they affect public health
4. Identify risk and protective factors for non-infectious environmental hazards and how they affect public health
5. Identify risk and protective factors for mental health and substance use disorders and how they affect public health
6. Identify risk and protective factors of unintentional and intentional injury and how they affect public health
7. Utilize public health emergency management principles to prepare for and respond to public health emergencies
COMMUNITY ENGAGEMENT AND PARTNERSHIPS

10%

Identify community stakeholders, health professionals, and governmental agencies and develop partnerships with these organizations to address needs of individuals and populations. Establish the roles, responsibilities and action steps to manage these partnerships for shared accountability and effective performance.

1. Identify opportunities to partner across sectors and related disciplines
2. Identify and engage key stakeholders for the planning, implementation, and evaluation of health problems, policies, and interventions
3. Access and utilize the broader public health system across all sectors to ensure that policies, programs, and resources improve public health
4. Identify, develop, and manage partnerships with governmental agencies that have the authority over public health responsibilities
5. Implement strategies for collaboration and partnerships among diverse organizations to achieve common public health goals
6. Engage the community in collective actions to improve health
7. Evaluate the effectiveness of coalitions and partnerships in achieving public health objectives

PROGRAM PLANNING AND EVALUATION

11%

Develop evaluation plans with appropriate quantitative and qualitative methods to strengthen and enhance activities and programs and ensure that programs are implemented as intended. Evaluate personnel and material resources. Plan evidence-based interventions and implement them in relation to existing situations, needs, and socio-cultural population characteristics to impact health policies, programs, and systems.

1. Develop and conduct formative, process, and outcome evaluations
2. Determine when to use and apply quantitative, qualitative, and mixed evaluation methods
3. Assess the quality and utility of evaluation reports
4. Utilize evaluation results to enhance activities and program performance
5. Apply project management principles for program planning, implementation, and evaluation
6. Identify challenges of and opportunities for program implementation
7. Ensure that program implementation occurs as intended
8. Design and implement context-specific health interventions based upon analysis of community needs and assets
9. Evaluate personnel, financial, and material resources
10. Design public health interventions with a health equity lens
11. Create objectives and evaluation metrics for program planning, monitoring, and evaluation
**DOMAIN 8  PROGRAM AND RESOURCE MANAGEMENT**

9%

Develop, justify, and defend organizational budgets and respond to changes in financial resources. Secure, manage, and leverage financial resources through contracts and other agreements to assure program sustainability. Give constructive feedback on team performance. Develop and implement a community health plan.

1. Develop budgets with justifications
2. Manage operations and programs with current and forecasted resources (financial, personnel, material, etc.)
3. Develop proposals to secure financial support
4. Participate in the development and implementation of contracts or other agreements
5. Identify methods for assuring program sustainability
6. Give constructive feedback to others about their performance
7. Implement a Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP)
8. Coordinate communication across project team members
9. Contribute to the recruitment, management, and retention of appropriate personnel

**DOMAIN 9  POLICY AND ADVOCACY**

8%

Develop, promote and defend positions and policies based on scientific evidence, best practices, stakeholder input, and public opinion and identify their social and economic impact. Analyze political, social, and economic policies determining their feasibility and expected outcomes and measure system changes. Implement federal, state, and local regulations and guidelines.

1. Navigate the governmental policy-making process
2. Establish goals, timelines, funding, and partnerships for the implementation of policy initiatives
3. Defend existing health policies, programs, and resources
4. Educate policy and decision makers to improve health, social justice, and health equity
5. Use scientific evidence, best practices, stakeholder input, and public opinion data to inform policy and program decision making
6. Analyze political, social, and economic policies for their impact on health outcomes at local through global levels
7. Analyze the feasibility and expected outcomes of policy options (e.g., health, fiscal, administrative, legal, ethical, social, political)
8. Design policies and programs that ensure equitable distribution of health resources with attention to diversity, systemic racism, and discrimination
DOMAIN 10  HEALTH EQUITY AND SOCIAL JUSTICE

Apply a social-ecological model to analyze population health issues and design needs and resource assessments that consider diverse cultural values and norms and address health disparities. Analyze the availability, acceptability, and accessibility of public health services and activities and describe the characteristics of a population-based health problem using culturally appropriate concepts to engage and empower diverse populations.

1. Design and conduct culturally appropriate needs or resource assessments with communities or populations
2. Assess how the values and perspectives of diverse individuals, communities and cultures influence individual and societal health behaviors, choices, and practices
3. Incorporate culturally appropriate concepts and skills to engage, empower, interact, and collaborate with individuals from diverse backgrounds
4. Analyze and address the availability, acceptability, and accessibility of public health services and activities across diverse populations
5. Enable representatives of diverse communities to engage and participate in partnerships
6. Identify and address the causes and effects of systemic racism and discrimination on the health of individuals and communities
7. Identify and address the factors that contribute to health disparities
8. Apply environmental justice, social justice and human rights principles when addressing public health and community needs