

2024 Summary Report

Regions 1 & 2



About this report

This report summarizes key findings from the 2024 Public Health Workforce Interests and Needs Survey (PH WINS).

Key findings are organized by topic:

- Demographics
- Workforce Characteristics
- Engagement & Satisfaction
- Staying & Leaving
- Workplace Well-being
- Training
- Flexibility & Benefits
- Community Engagement

About PH WINS 2024

PH WINS (the Public Health Workforce Interests and Needs Survey) supports the government public health workforce in understanding their strengths and gaps to inform future investments in funding, training, recruitment, and retention.

Conducted in 2014, 2017, 2021, and 2024 by the de Beaumont Foundation and the Association of State and Territorial Health Officials (ASTHO), PH WINS is the only nationally representative source of data on the state and local government public health workforce.

PH WINS 2024 Methods

PH WINS 2024 was distributed via web survey to 159,627 state and local government public health workers in 48 state health agencies and nearly 1,200 local health departments in 49 states.

- 219 large local health departments (staff size >25 and population served >250,000)
- 424 medium local health departments (staff size >25 and population served between 25,000 and 250,000)
- 535 small local health departments (staff size <25 or population served <25,000)

PH WINS 2024 collected individual employee perspectives on engagement, satisfaction, intention to leave, workplace well-being, training, workplace infrastructure, and community engagement, as well as demographics.

PH WINS 2024 Participation

Nationally, the survey was completed by 56,595 employees, for a 37% response rate.

Response rate by agency type:

- State health agencies: 29%
- Large local health departments: 40%
- Medium local health departments: 59%
- Small local health departments: 45%

Response rate by Region as defined by the Department of Health and Human Services:

- Region 1: 33%
- Region 2: 44%
- Region 3: 36%
- Region 4: 34%
- Region 5: 47%
- Region 6: 40%
- Region 7: 48%
- Region 8: 35%
- Region 9: 27%
- Region 10: 42%

Interpreting PH WINS Results

The following summarizes the key findings from PH WINS 2024 by topics and sub-topics that directly correspond to the PH WINS data dashboards.

The percentages reported in this report represent the proportion of the workforce that selected a specific response to a survey question. For additional information on the methods and interpretation of PH WINS 2024, please refer to

<https://phwins.org/dashboard/methodology>.

Topic: Demographics

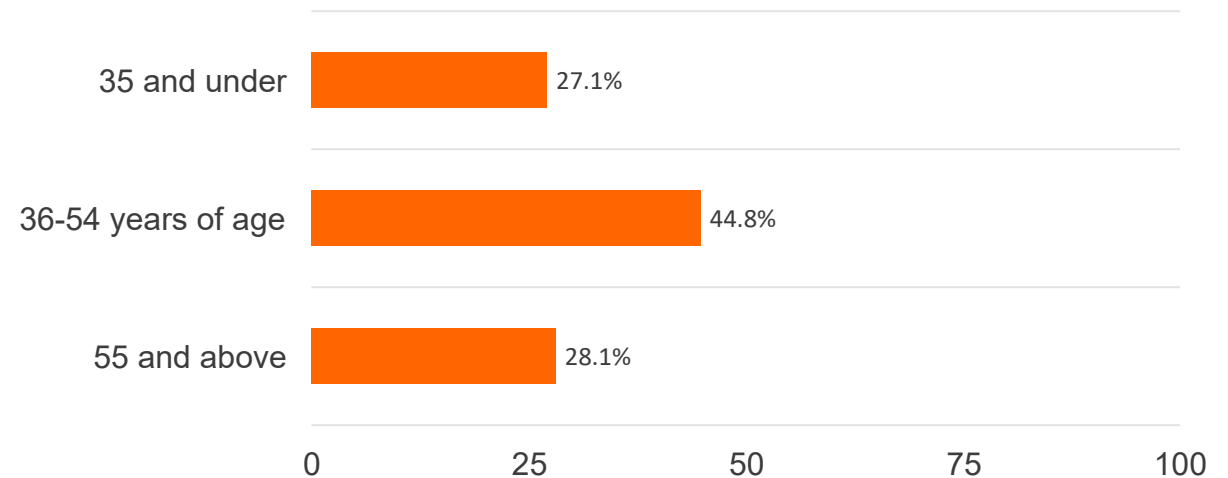
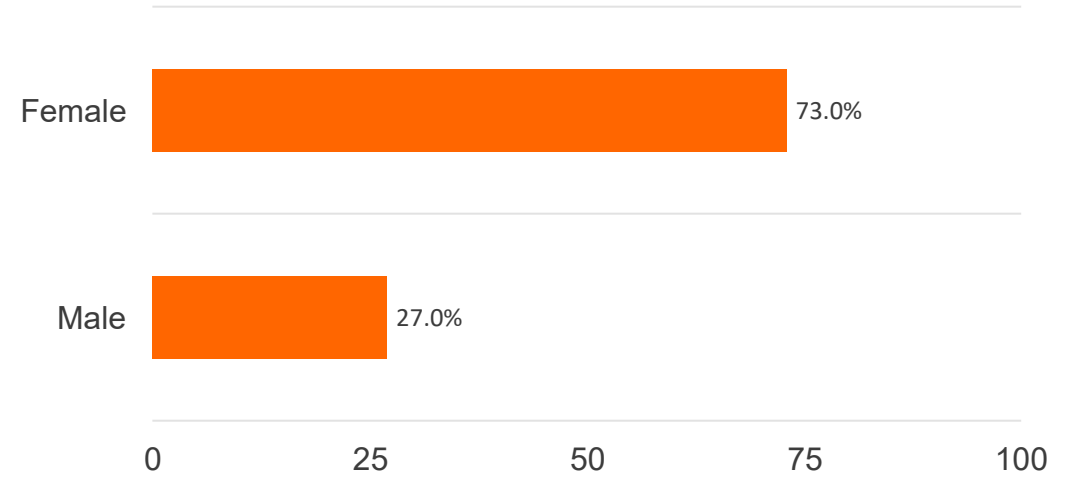
The Demographics topic examines the personal attributes of the workforce, such as sex, race and ethnicity, age, educational attainment, public health training, and student loan burden. This report includes results on:

- **Sex:** respondents selected either male or female
- **Age:** respondents selected their age at the time they completed the survey
- **Race & Ethnicity:** respondents selected one or more of the following race/ethnicity categories: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Middle Eastern or North African, Native Hawaiian or other Pacific Islander, or White. In many cases, not all options will be available to protect the confidentiality of respondents.
- **Educational Attainment:** respondents selected all degrees they have completed. The results represent the highest degree attained.
- **Public Health Training:** results reflect respondents who have completed an Associate's, Bachelor's, Master's, or Doctorate in public health.

Sub-topics: Sex & Age

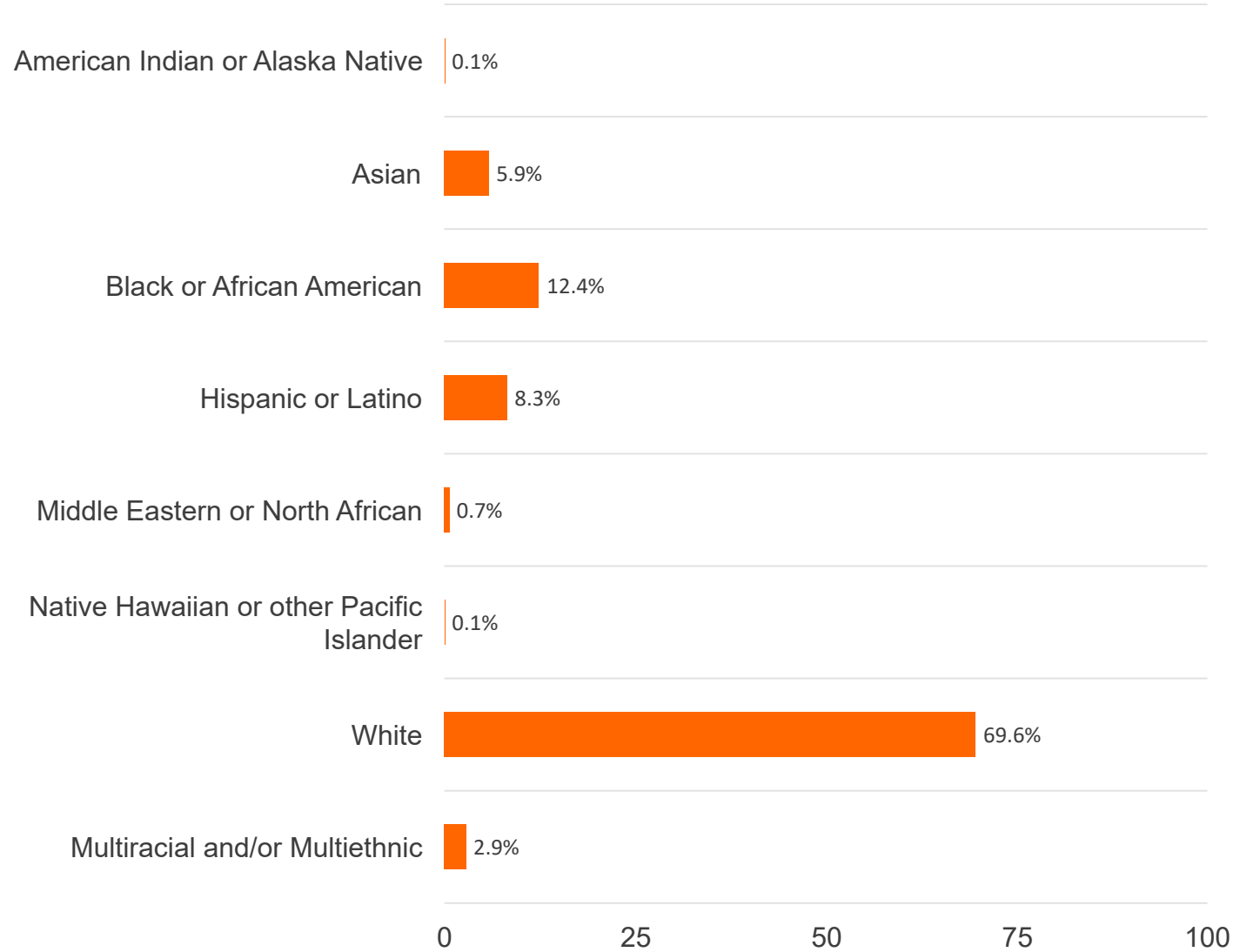
73.0% of employees identified as female. Reviewing demographics is important for ensuring that all employees have equal opportunity to succeed.

27.1% of employees are 35 and under while 28.1% are over 55. This presents an opportunity for cross-generational collaboration and knowledge sharing.



Sub-topic: Race & Ethnicity

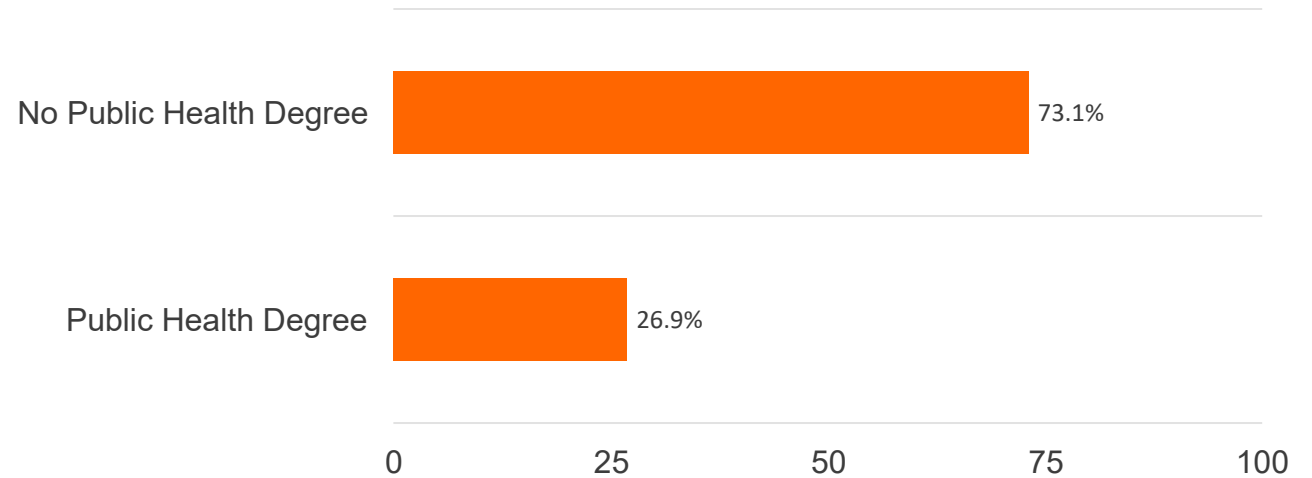
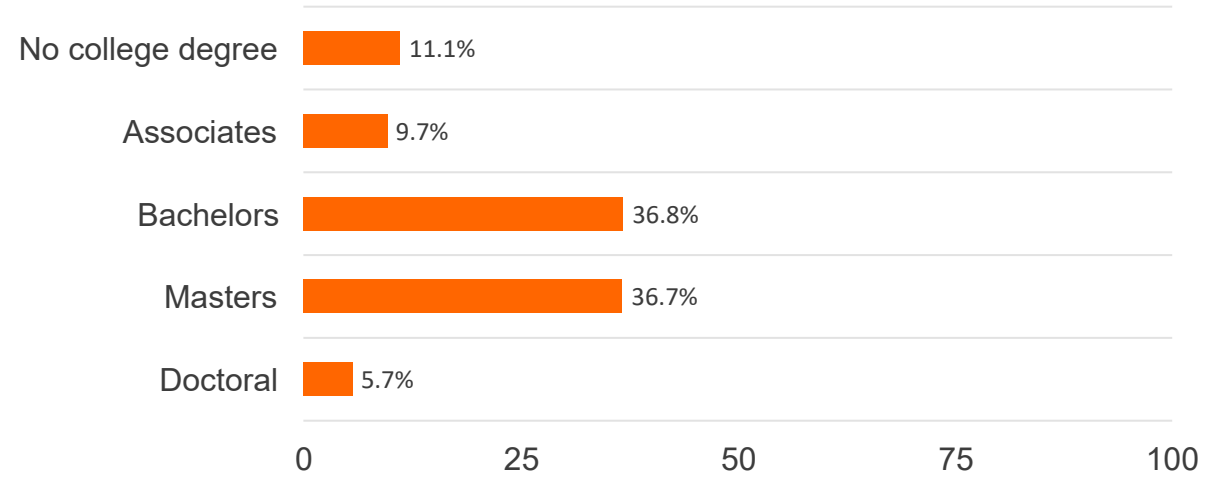
30.4% of employees identify as non-White. Knowing the racial identities of the workforce is an important step to ensure that all voices are heard.



Sub-topics: Educational Attainment & Public Health Training

36.7% of employees hold a master's degree and 5.7% have a doctoral degree. Gaining a better understanding of educational attainment provides an opportunity to leverage expertise, support workforce development, and assess recruitment needs.

26.9% of employees hold an associate's, bachelor's, master's, or doctoral degree in public health. Understanding the workforce's public health background helps tailor professional development opportunities and assess recruitment needs.



Topic: Workforce Characteristics

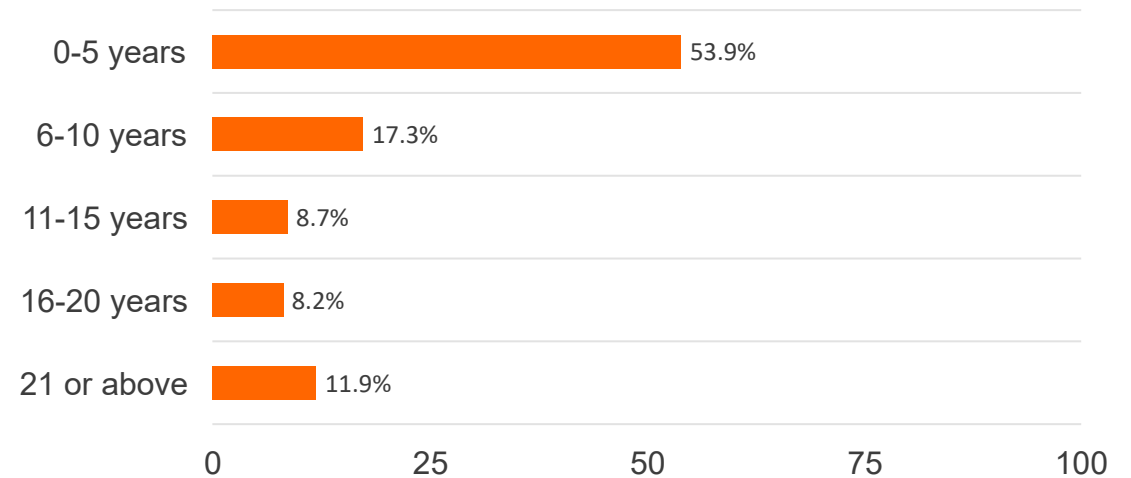
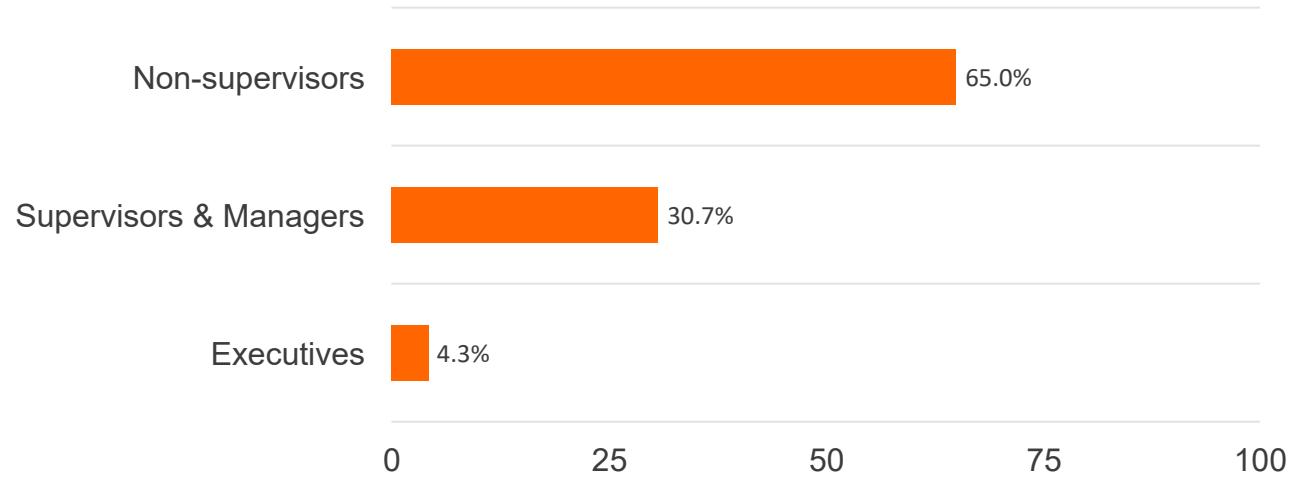
The Workforce Characteristics topic examines the general characteristics of respondents' jobs and the work they do. This report includes results on:

- **Supervisory Status:** respondents selected their supervisory level based on the following definitions:
 - A “non-supervisor” does not oversee other employees
 - A “supervisor” is responsible for performance reviews and approval of leave and does not oversee other supervisors
 - A “manager” is in a management position and oversees one or more supervisors
 - An “executive” is a member of the Senior Executive Service or equivalent.
- **Agency Tenure:** respondents were asked how long they have been working in their current agency, in any position.
- **Job Type:** respondents were asked to select the classification that best represented their current role from a list of 70 job classifications. Data was analyzed to reflect job categories that align with the federal classifications associated with the Public Health Infrastructure Grant.
- **Program Area:** respondents were asked to identify their program area(s) from a list of 44 programs. Primary program area was determined based on the percentage of time working in each selected program area. Data was analyzed to reflect program area categories that align with the Foundational Public Health Services framework.

Sub-topics: Supervisory Status & Agency Tenure

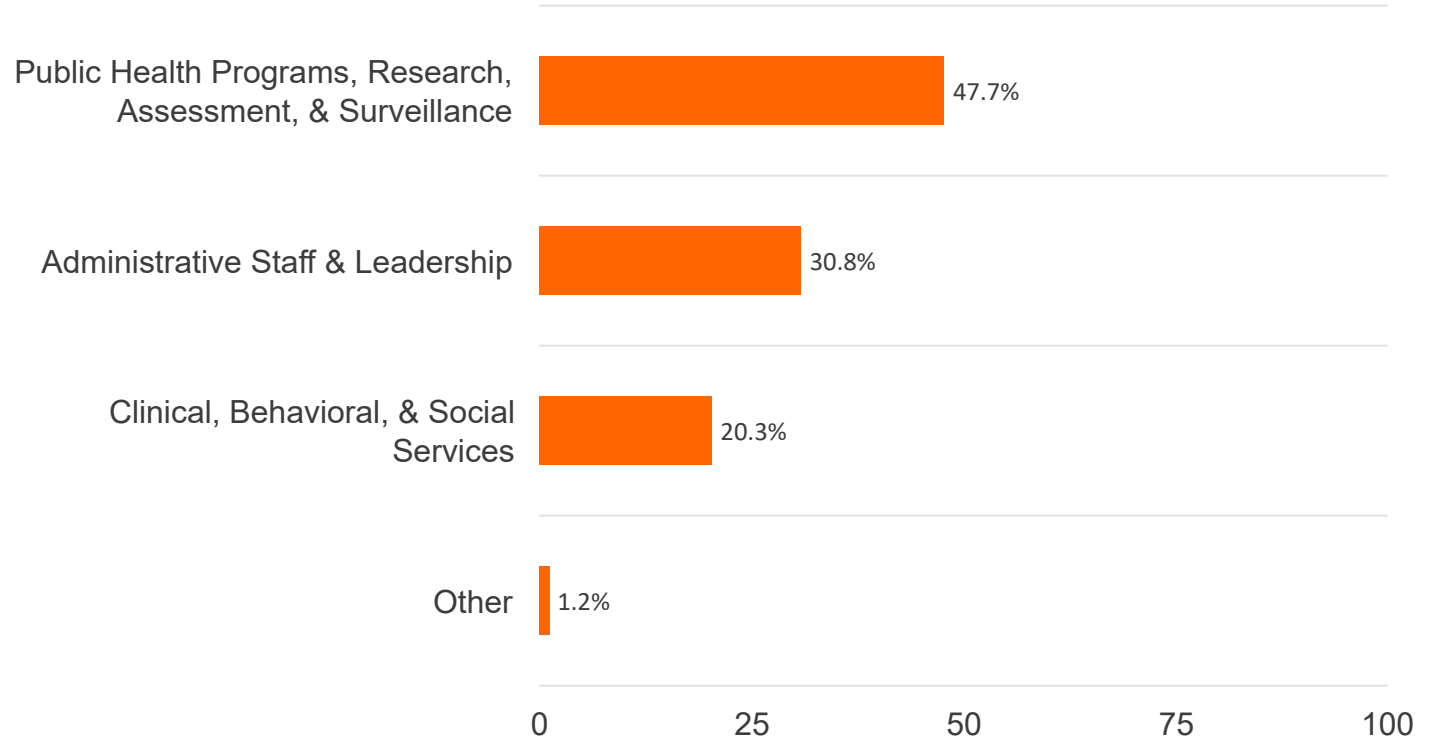
65.0% of employees work in non-supervisory roles, highlighting an opportunity to invest in professional development initiatives that empower these employees to advance their careers.

Tenure in the organization shows a diverse mix of experience levels, with 53.9% of employees having served 0-5 years, while 11.9% have 21 or more years of service.



Sub-topic: Job Type

47.7% of employees work in public health sciences roles, reflecting a strong focus on critical areas such as program management, epidemiology, and policy analysis.

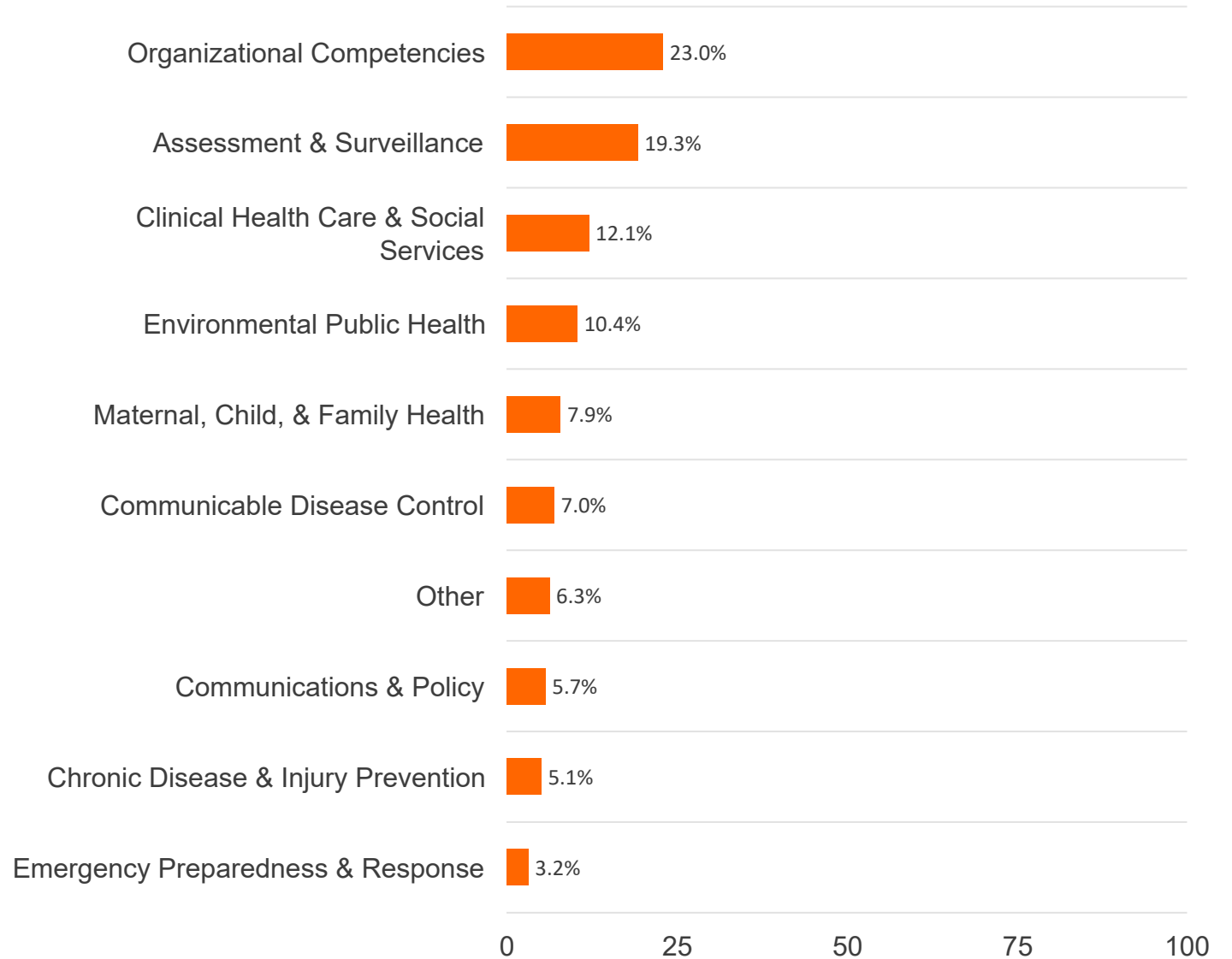


Sub-topic: Program Area

The three most common program areas for employees are:

- Organizational Competencies 23.0%
- Assessment & Surveillance 19.3%
- Clinical Health Care & Social Services 12.1%

This distribution underscores the workforce's strengths and priorities and presents an opportunity to enhance collaboration to maximize the impact of public health initiatives.



Topic: Engagement & Satisfaction

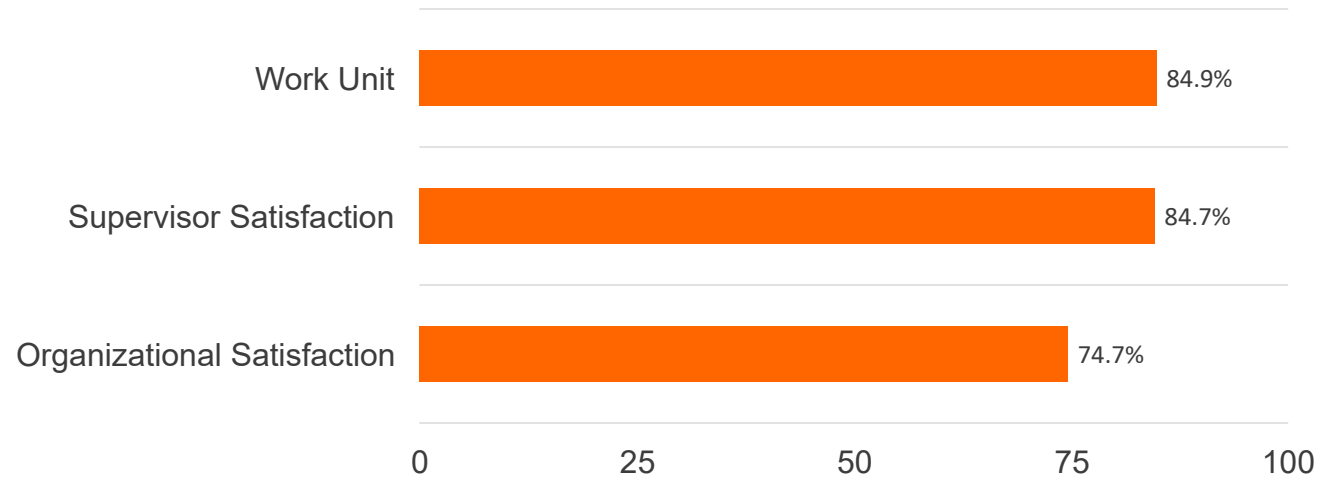
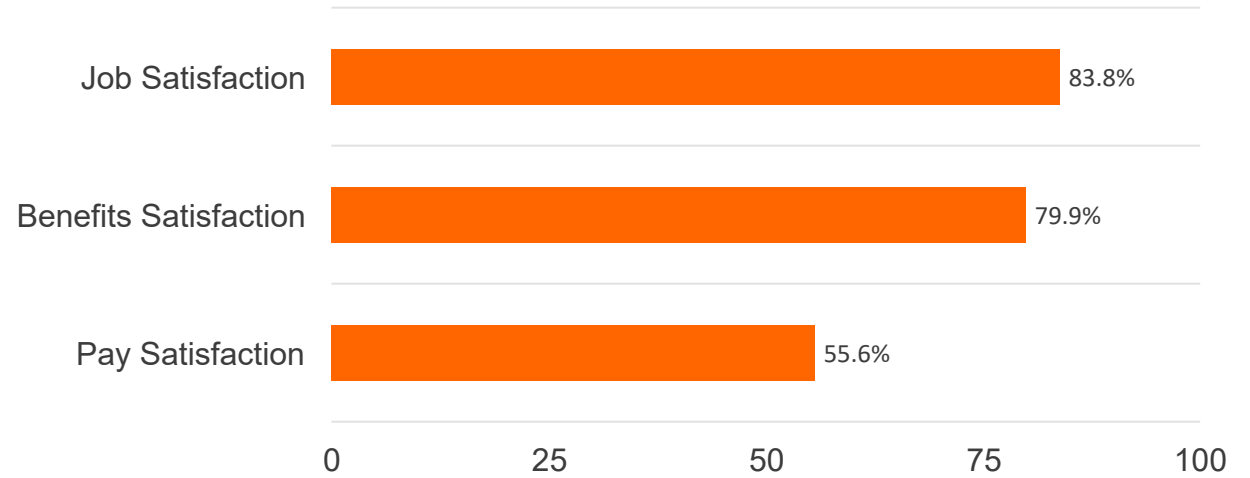
The Engagement & Satisfaction topic examines the workforce's satisfaction with and perceptions of their workplace, supervisors, and organization. This report includes results on:

- **Job Satisfaction:** respondents were asked to rate their level of agreement with statements about their satisfaction with their job, pay, and benefits.
- **Organization Satisfaction:** respondents were asked to rate their level of agreement with statements about their satisfaction with their organization, unit, and supervisor.
- **Belonging:** respondents were asked to rate their level of agreement with statements about belonging.

Sub-topics: Job Satisfaction & Organization Satisfaction

83.8% of employees report high job satisfaction. Job satisfaction metrics provide insight into the workforce's climate and culture. Fostering a supportive culture can encourage retention and productivity.

74.7% of employees report high organizational satisfaction and 84.9% report high satisfaction within their work unit. Organizational satisfaction metrics provide key insights into the well-being of an organization's culture.



Sub-topic: Belonging

86.3% of employees feel a sense of belonging within their work unit, and 80.3% feel this connection at the organizational level. These metrics are important for evaluating workplace culture.

I feel a sense of belonging within my work unit

86.3%

I feel a sense of belonging at my agency

80.3%

0 25 50 75 100

Topic: Staying & Leaving

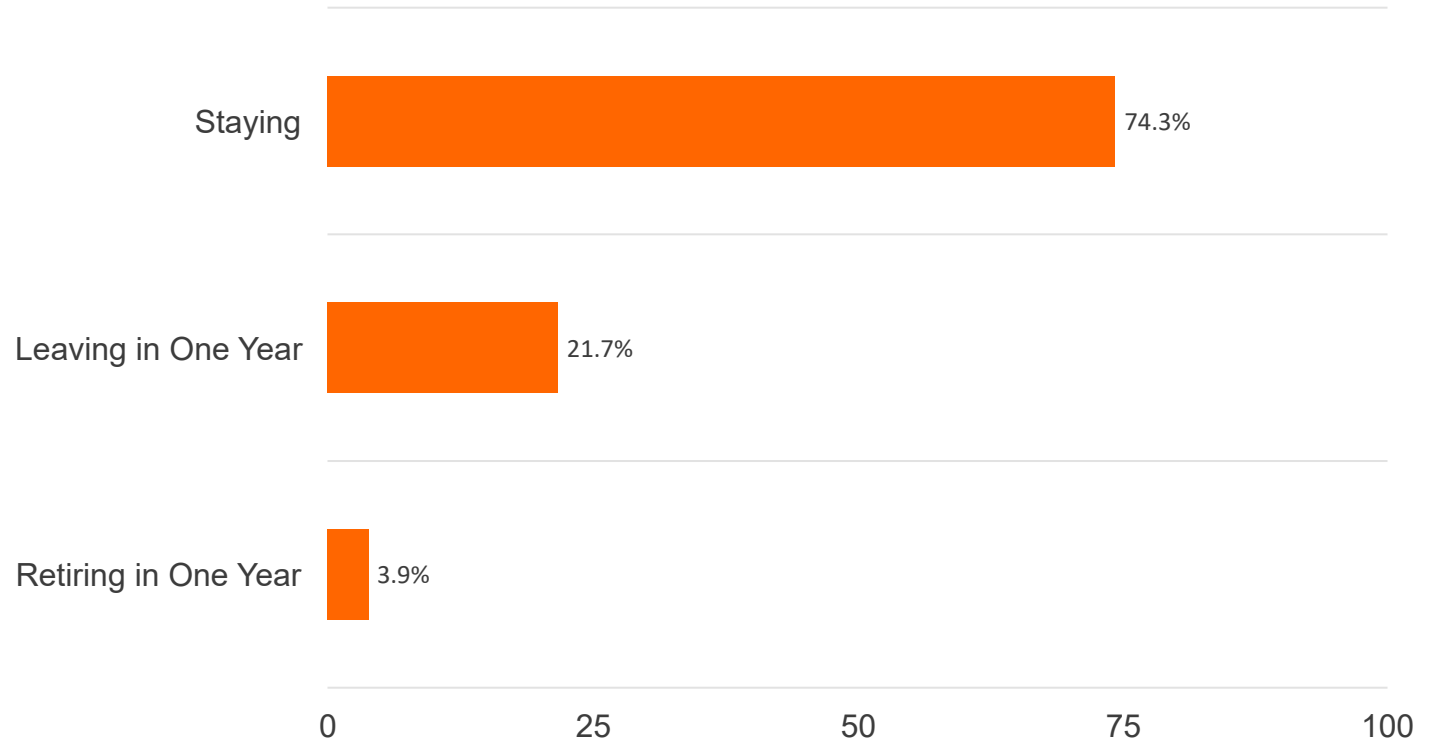
The Staying & Leaving topic examines the workforce's plans to stay at or leave the organization and their reasons for doing so. This report includes results on:

- **Leaving, Retiring, or Staying:** respondents were asked whether they were considering leaving their organization in the next year.
- **Reasons for Leaving:** respondents were asked to select the most important reason(s) they were considering leaving their organization.
- **Reasons for Staying:** respondents were asked to select the most important reason(s) they were planning to stay at their organization.

Sub-topic: Leaving, Retiring, or Staying

21.7% of employees intend to leave their jobs in the next year and 3.9% plan to retire in the next year.

Reviewing reported intentions to leave and retire is an important place to start when assessing retention strategies and succession plans.

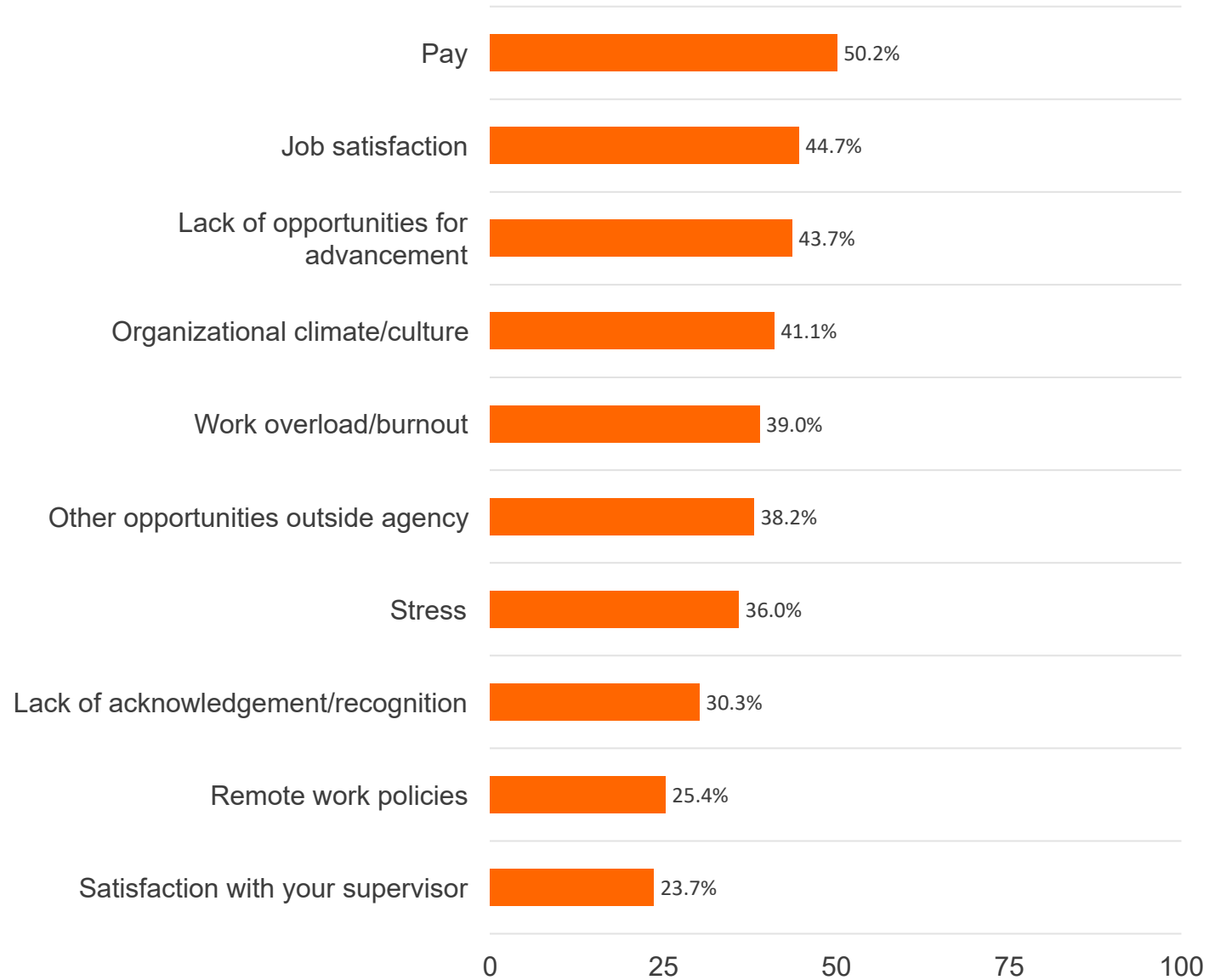


Sub-topic: Reasons for Leaving

The top three reasons employees cite for leaving are:

- Pay 50.2%
- Job satisfaction 44.7%
- Lack of opportunities for advancement 43.7%

Addressing these factors will enhance retention efforts and foster a work environment that encourages people to stay.

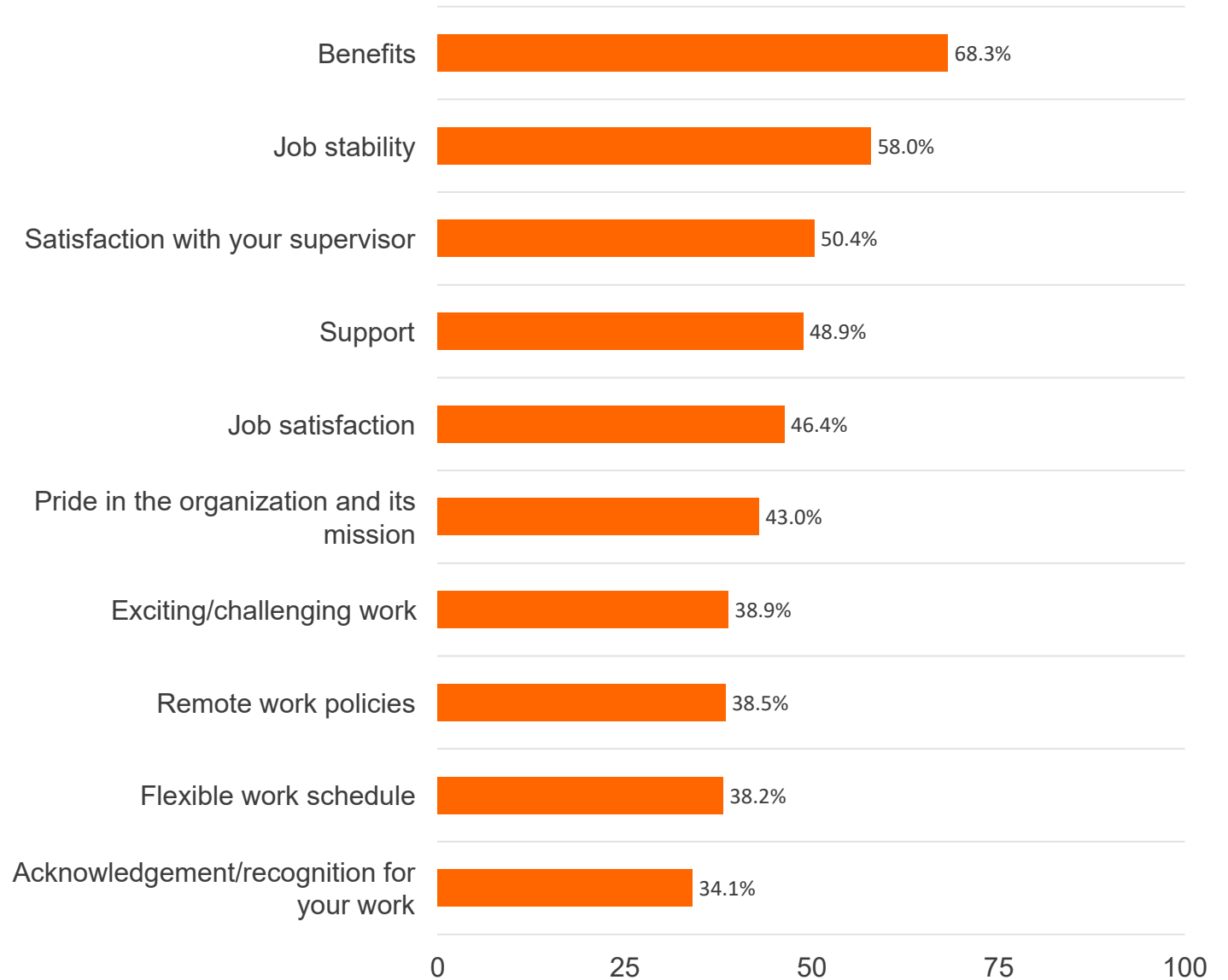


Sub-topic: Reasons for Staying

The top three reasons employees choose to stay are:

- Benefits 68.3%
- Job stability 58.0%
- Satisfaction with your supervisor 50.4%

These factors highlight strengths and provide a foundation to further enhance employee engagement and recruitment and retention efforts.



Topic: Workplace Well-being

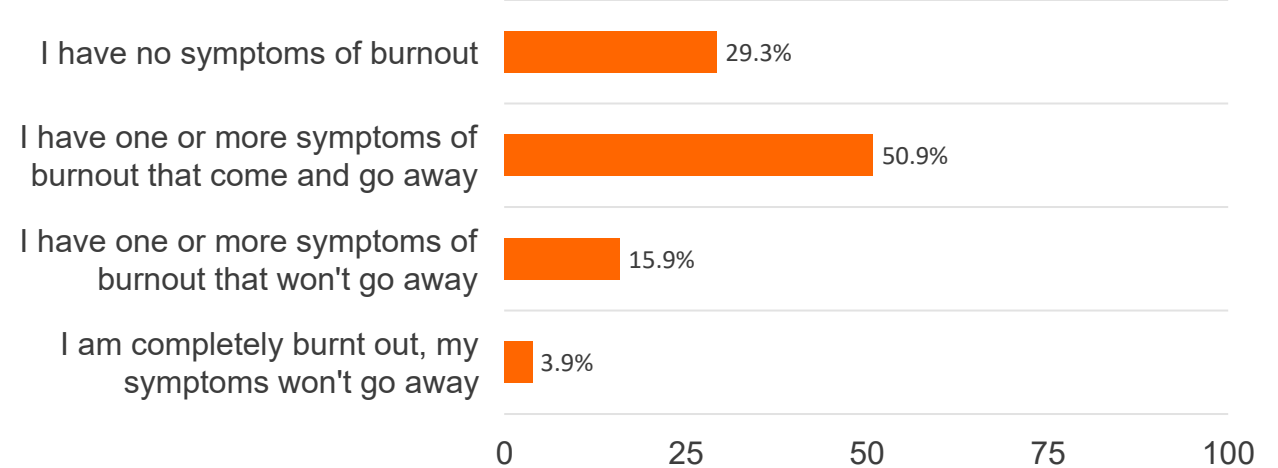
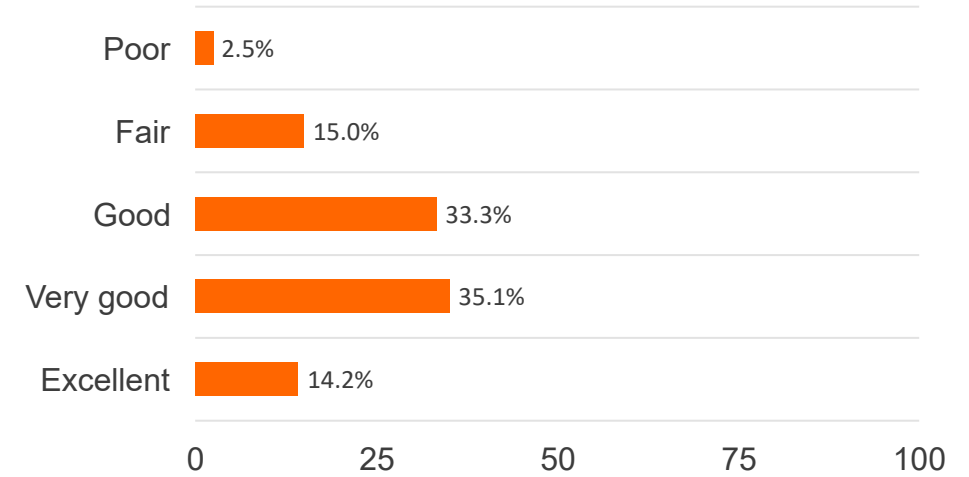
The Well-Being topic examines the well-being of the workforce, including their general mental and emotional well-being, burnout, fairness, and sense of organizational support for well-being. This report includes results on:

- **Mental Health:** respondents were asked to rate their mental or emotional health.
- **Burnout:** respondents were asked to describe their current level of burnout based on their experience with burnout symptoms.
- **Policy & Practices:** respondents were asked to rate their level of agreement with statements about their organization's policies and practices that support work-life balance and well-being.
- **Workload:** respondents were asked to rate their level of agreement with statements about the appropriateness of their workload.

Sub-topics: Mental Health & Burnout

15.0% of employees rate their general mental and emotional health as fair and 2.5% rate it as poor. Examining mental and emotional well-being is important to determine how to prioritize mental health support and resources to foster a healthier, more resilient workplace.

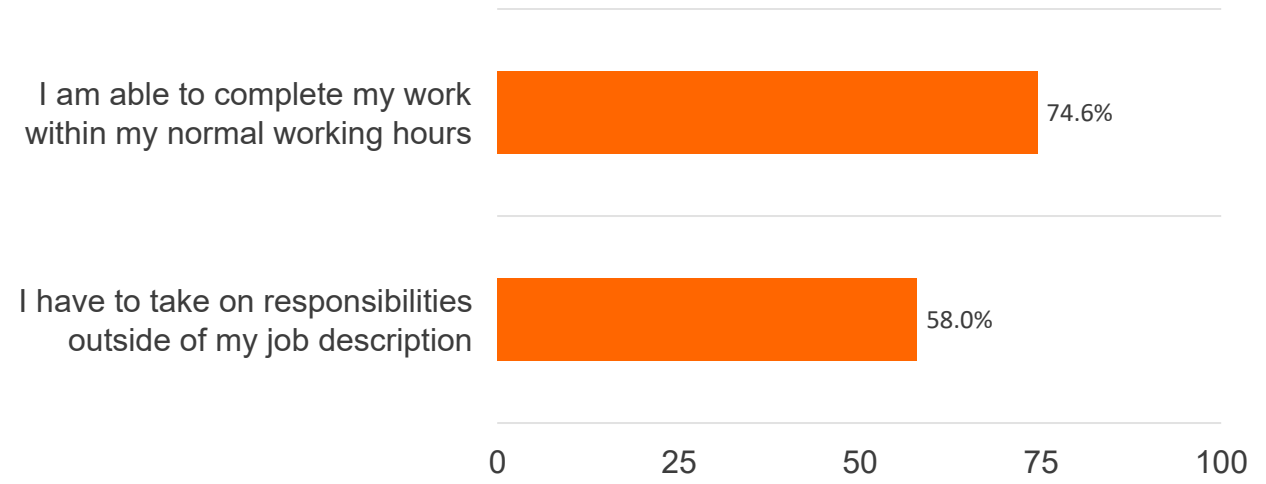
70.7% of employees report experiencing some level of burnout. Understanding burnout levels can help decisionmakers prioritize strategies to mitigate its impact, such as promoting work-life balance, providing mental health resources, and fostering a supportive work environment.



Sub-topics: Policies & Practices and Workload

85.7% of employees feel comfortable using their paid time off and 68.0% believe that their agency's policies and practices support mental well-being. Analyzing these data points can help identify areas for improvement and strengthen initiatives aimed at promoting work-life balance, preventing burnout, and enhancing overall employee well-being.

74.6% of employees report that they can complete their work within normal working hours, however 58.0% indicate that they take on responsibilities outside of their job description. Evaluating these metrics can help leaders and supervisors identify workload issues and inform strategies to ensure that employees are not overburdened, promoting a healthier work environment and enhancing job satisfaction.



Topic: Training

The Training topic examines training needs, strengths, and interests of employees, as well as the support they need to seek training. This report includes results on:

- **Training Needs:** respondents were asked to rate their own proficiency with skills identified as very important or moderately important to their work, tailored to their supervisory level. A training need is defined as a skill that is of high importance and low proficiency.
- **Skill-building Interests:** respondents were asked to select skills they would most like to seek training given their current responsibilities. Only skills previously selected as very important to their work were shown.

Sub-topic: Training Needs

Employees identify the following as their top three training needs:

- Budget and Financial Management 51.8%
- Policy Engagement 39.6%
- Systems and Strategic Thinking 35.6%

These skills are considered highly important yet currently reflect low proficiency among staff. Addressing these training needs will help foster a more skilled workforce and improve overall performance.

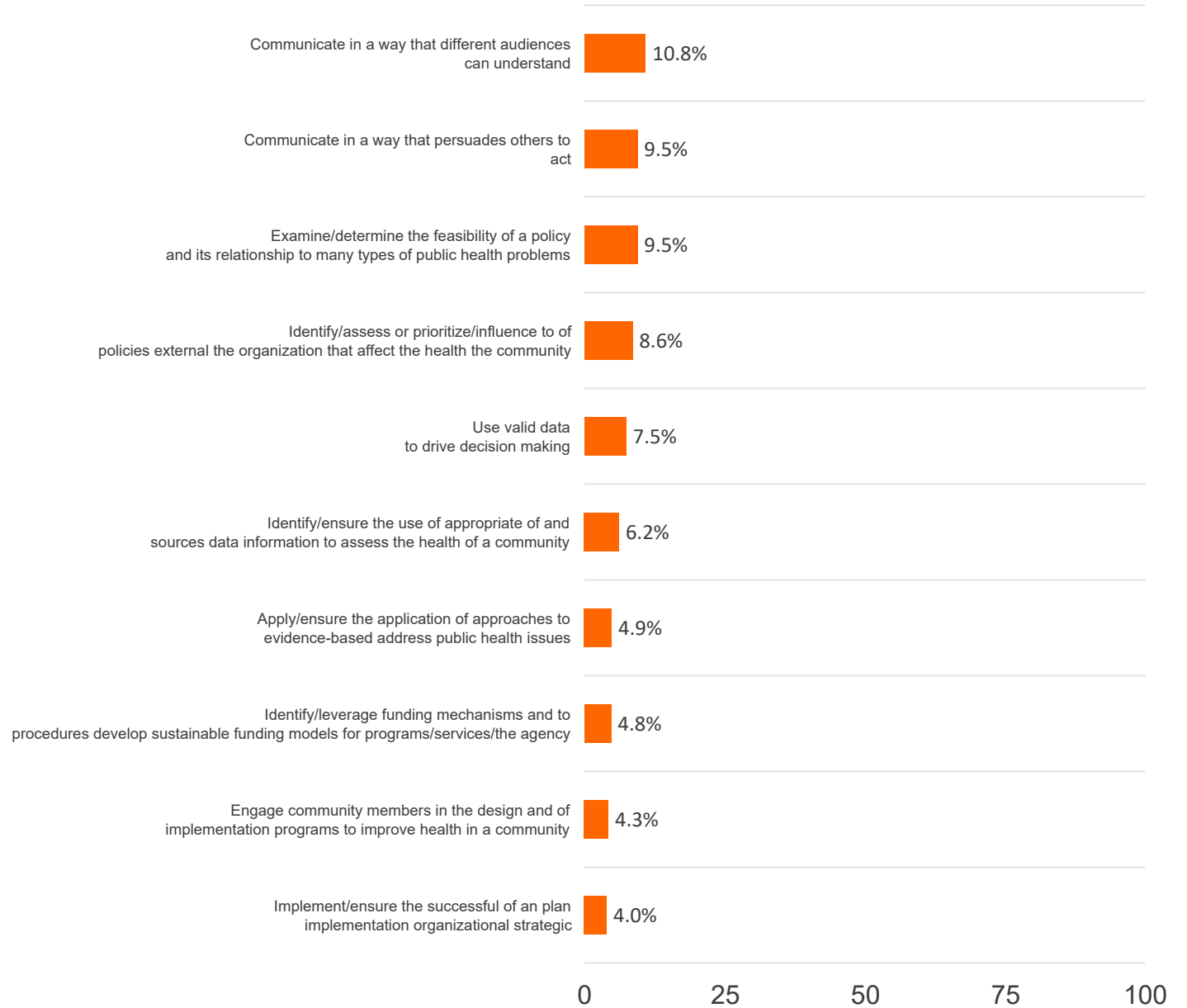


Sub-topic: Skill-building Interests

Employees express interest in receiving additional training in the following top three skills:

- Communicate in a way that different audiences can understand 10.8%
- Communicate in a way that persuades others to act 9.5%
- Examine/determine the feasibility of a policy and its relationship to many types of public health problems 9.5%

These skills are viewed as highly important and of interest for additional training, indicating a strong desire to enhance expertise in these areas. Addressing these interests can help the organization foster employee growth and strengthen overall workforce capabilities.



Topic: Flexibility & Benefits

The Flexibility & Benefits topic examines the current and preferred work situation of employees as well as the importance of non-traditional benefits such as flexible work time, financial benefits, and caregiver support. This report includes results on:

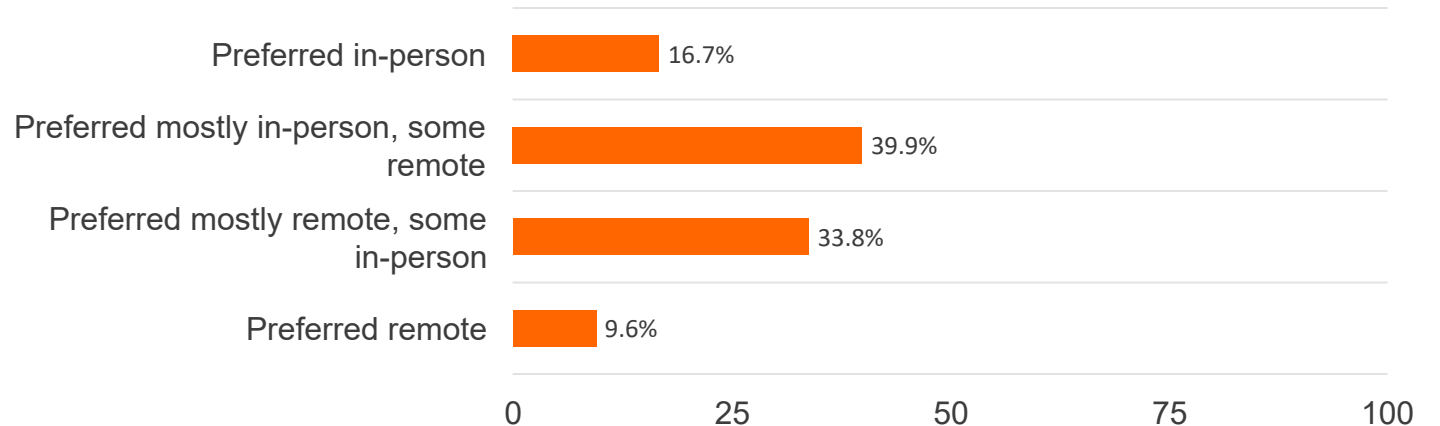
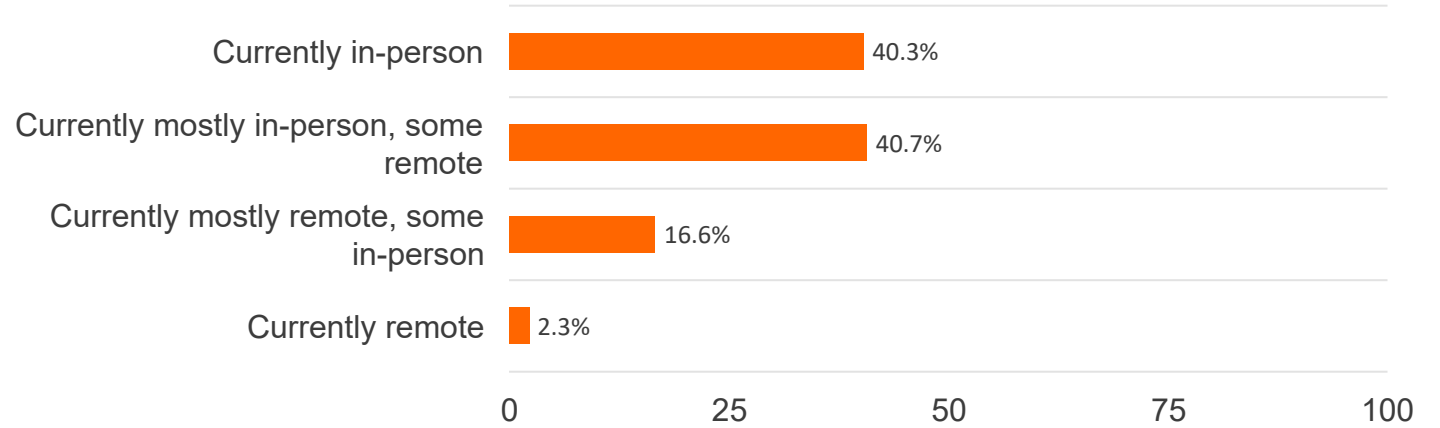
- **Current Remote Status:** respondents were asked to select whether they currently work completely in-person, mostly in-person with some remote work, mostly remote with some in-person work, or completely remote.
- **Preferred Remote Status:** respondents were asked to select whether they preferred to work completely in-person, mostly in-person with some remote work, mostly remote with some in-person work, or completely remote.
- **Flexible Worktime:** respondents were asked to rate how important they felt it was that their organization offer benefits related to flex time and ad-hoc remote work.
- **Financial Benefits:** respondents were asked to rate how important they felt it was that their organization offer benefits related to professional development funds, tuition assistance, and student loan repayment or forgiveness.

Sub-topics: Current & Preferred Remote Status

40.3% of employees currently work fully in-person and 2.3% work fully remote.

Consider employees' current and preferred work situations to determine flexible work options that align with employee preferences and enhance recruitment and retention efforts.

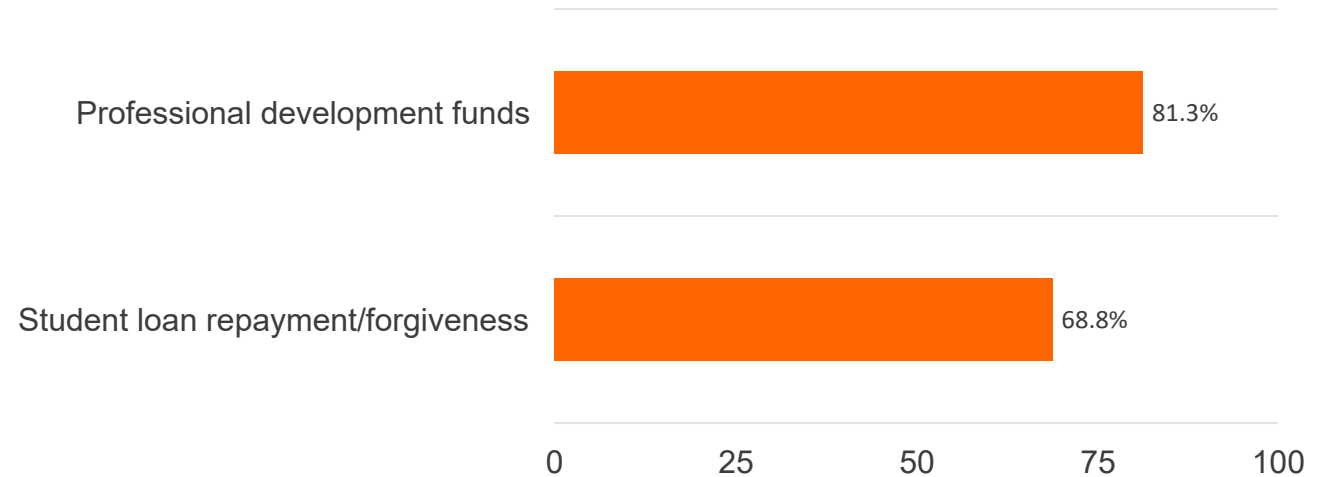
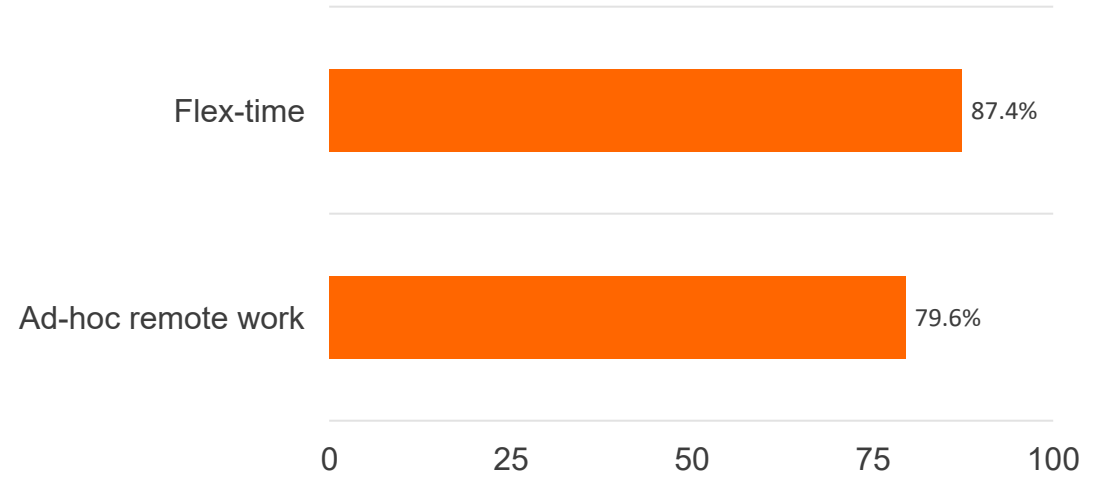
16.7% of employees prefer working fully in-person and 9.6% prefer a completely remote arrangement. Consider employees' current and preferred work situations to determine flexible work options that align with employee preferences and enhance recruitment and retention efforts.



Sub-topics: Flexible Worktime & Financial Benefits

87.4% of employees consider flextime to be an important benefit. Incorporating flextime and ad hoc remote work options into flexible work policies could boost recruitment and retention efforts by meeting employees' needs for greater work-life balance.

81.3% of employees view professional development funds as an important benefit. Consider this, tuition assistance, and student loan repayment or assistance programs as opportunities to strengthen recruitment and retention efforts that support employees' growth and reduce financial burdens.



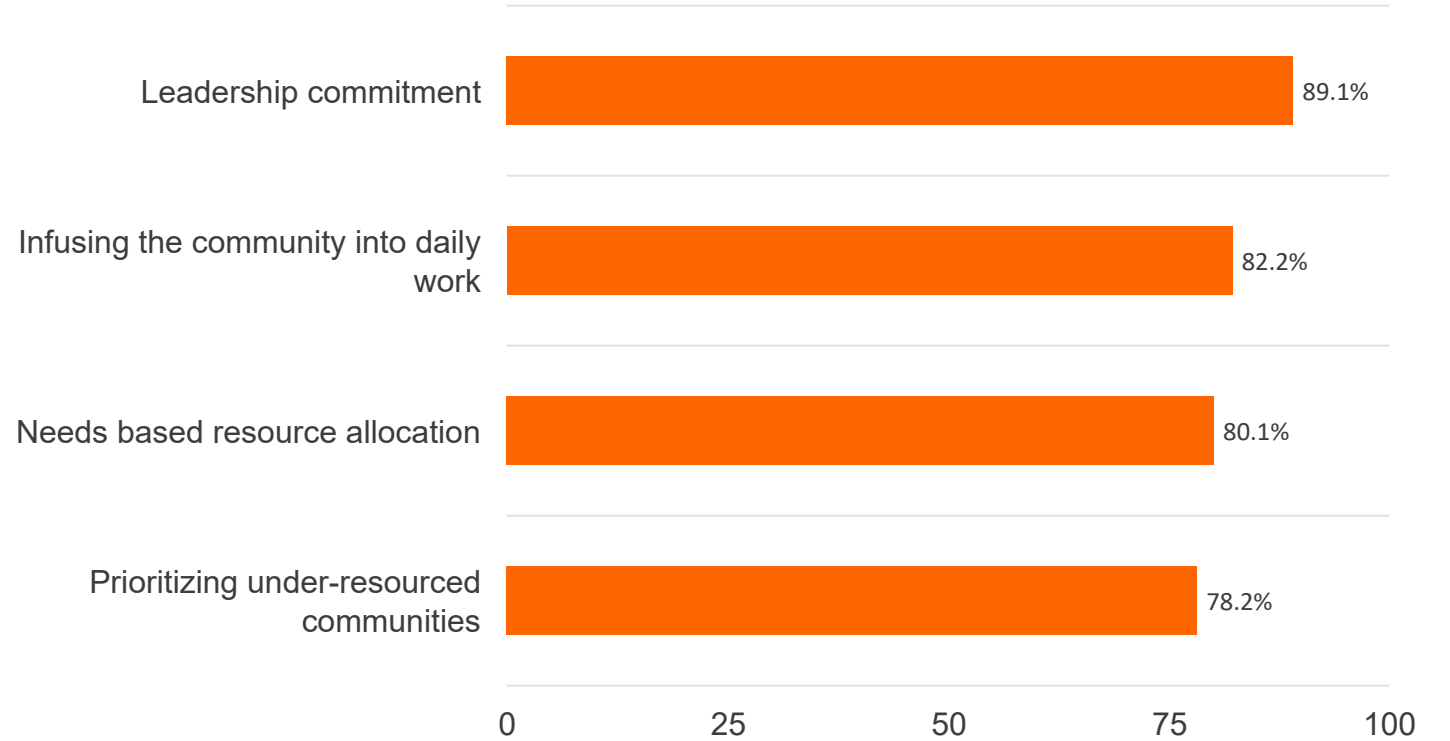
Topic: Community Engagement

The Community Engagement topic examines the workforce's commitment to infusing the community into its work, engaging community members, and collaborating with external organizations. This report includes results on:

- **Infusing the Community into Work:** respondents were asked to rate their level of agreement with their organization's commitment to infusing the community into its work.
- **Engaging Community Members:** respondents were asked to rate their level of agreement with their organization's commitment to engaging community members.
- **Collaborating with External Organizations:** respondents were asked to rate their level of agreement with their organization's commitment to collaborating with external organizations.

Sub-topic: Infusing the Community into Work

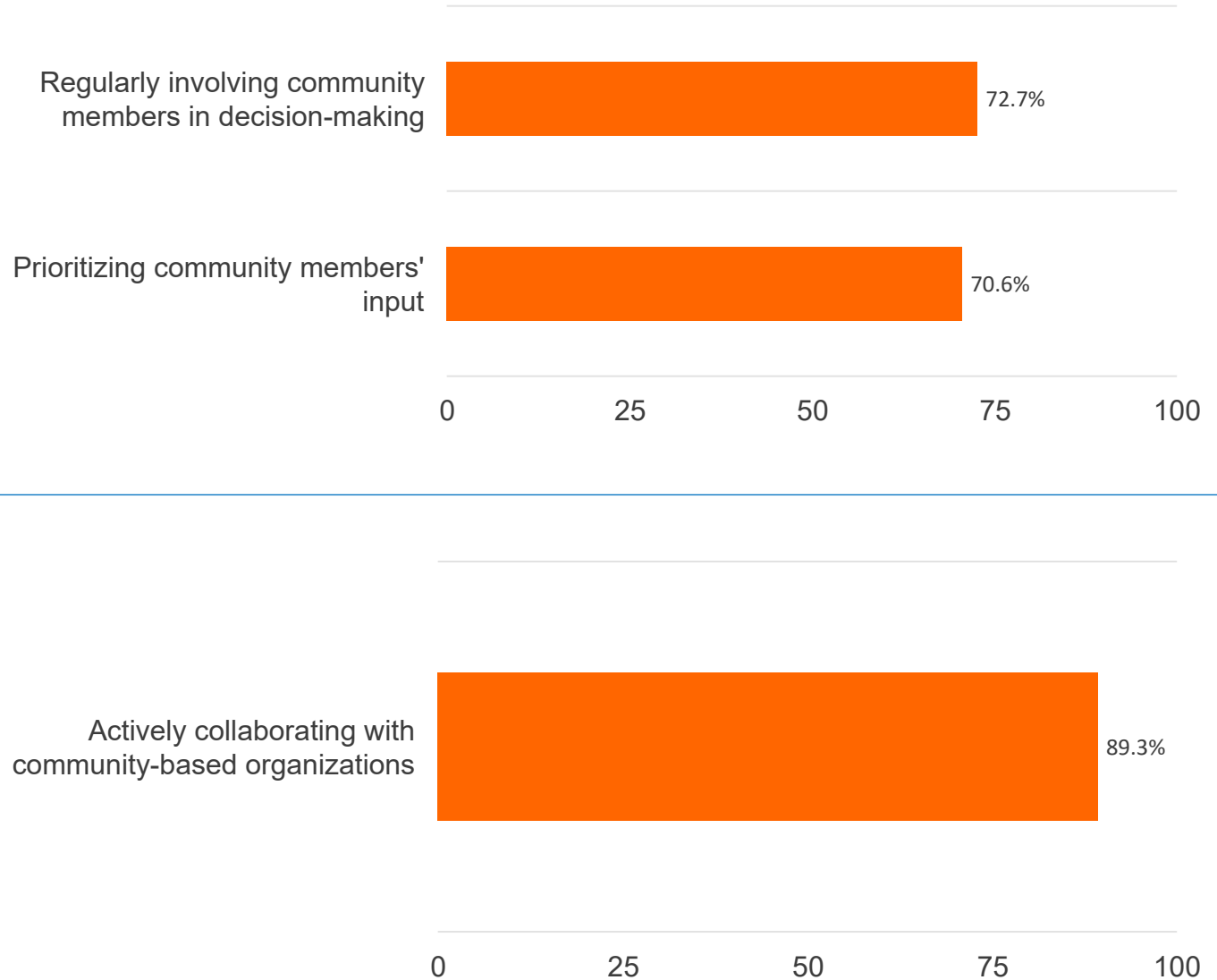
80.1% of employees believe their organization allocates resources based on communities' needs and priorities. Understanding how employees integrate the community into their work can help the organization more effectively improve community outcomes and enhance program impacts.



Sub-topics: Engaging Community Members & Collaborating with External Organizations

70.6% of employees believe their organization prioritizes community members' input. Actively incorporating community perspectives can enhance public trust, better address local needs, and strengthen the overall impact of public health initiatives.

89.3% of employees believe that their organization actively collaborates with community-based organizations. These partnerships can support efforts to address community priorities, improve community engagement, and enhance the effectiveness of public health programs.



Find Out More

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PH WINS Dashboards

Interested in diving deeper into the PH WINS 2024 results? Visit the dashboards to view more data, download images, and more.



Insights to Action

Act on your results: explore resources, best practices, and practical tools to improve recruitment and retention at debeaumont.org.



Key Findings

View key findings from the 2024 survey at debeaumont.org.



Methodology

Looking for more survey details? View the questionnaire, dashboard notes, methods, and more.

Acknowledgement & Citation

The Public Health Workforce Interests and Needs Survey (PH WINS) was developed by the de Beaumont Foundation and the Association of State and Territorial Health Officials (ASTHO) to understand the interests and needs of the state and local government public health workforce in the United States, and was fielded in 2014, 2017, 2021, and 2024. For more information, visit www.phwins.org.

Citation: de Beaumont Foundation and Association of State and Territorial Health Officials, *Public Health Workforce Interests and Needs Survey Data Dashboard*. July 2025.

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Questions or Special Requests

For additional questions or to request assistance analyzing or understanding the PH WINS 2024 results, please contact the PH WINS team <https://phwins.org/dashboard/contact>.

To request data to complete your own analysis or to request a special analysis, please complete the PH WINS data request form https://survey.debeaumont.org/jfe/form/SV_b2STc7O0eae7JVc.