State health agency leaders are working to set the agenda, address community priorities, and prepare their workforce for the future.

### What's Next?

As the workforce ages and budget cuts continue, SHAs will need to focus on workforce recruitment and retention.

#### Priorities

SHOs set the agenda and report a variety of public health priorities:

- **Clinical services and consumer care**: 9.4%
- **Quality improvement and performance management**: 8.6%
- **Chronic disease**: 23.9%
- **Public health workforce**: 11.1%
- **Clinical services and consumer care**: 9.1%
- **Quality improvement and performance management**: 10.9%
- **Public health workforce**: 21.8%

### The Challenge

State health agency revenue has remained relatively stable despite increasing public health demands.

#### Average Federal Revenue Sources

<table>
<thead>
<tr>
<th>Year</th>
<th>SHA Federal Revenue Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$282</td>
</tr>
<tr>
<td>2009</td>
<td>$295</td>
</tr>
<tr>
<td>2010</td>
<td>$298</td>
</tr>
<tr>
<td>2011</td>
<td>$306</td>
</tr>
<tr>
<td>2014</td>
<td>$307</td>
</tr>
<tr>
<td>2015</td>
<td>$280</td>
</tr>
</tbody>
</table>

#### Revenue Trends

- **From 2008 to 2015**: SHAs received between 44-54% of their total revenue from federal funding. An average of 37% is federal, with the rest coming from state and local governments.
- **2008**: $282 million
- **2009**: $295 million
- **2010**: $298 million
- **2011**: $306 million
- **2014**: $307 million
- **2015**: $280 million

#### Medicaid

- **2008**: $383
- **2009**: $394
- **2010**: $398
- **2011**: $326
- **2014**: $307
- **2015**: $340

#### CDC

- **2008**: $129
- **2009**: $130
- **2010**: $131
- **2011**: $130
- **2014**: $132
- **2015**: $129

#### USDA

- **2008**: $24
- **2009**: $42
- **2010**: $44
- **2011**: $44
- **2014**: $46
- **2015**: $48

#### Private

- **2008**: $65
- **2009**: $75
- **2010**: $76
- **2011**: $76
- **2014**: $79
- **2015**: $82

### Leadership

SHAs are led by a state health official (SHO), also known as a secretary or commissioner.

**SHO**

- bring a variety of experiences to the job.
- 64% hold a medical degree.
- 52% also have an MPH.

**Tenure**

SHO tenure is highly variable.

- **2.7 years** average
- **1.7 years** median
- **2 months** (minimum)
- **15 years** (maximum)

### Structure

**How State Public Health is Organized**

- **58%**: 23 state public health agencies are a unit of or independent agencies.
- **42%**: 21 are part of a larger health and human services agency.

### What's Next?

As the workforce ages and budget cuts continue, SHAs will need to focus on workforce recruitment and retention.

#### Total Revenue in Billions (2008-2015)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$29.1 billion</td>
</tr>
<tr>
<td>2009</td>
<td>$30.1 billion</td>
</tr>
<tr>
<td>2010</td>
<td>$26.7 billion</td>
</tr>
<tr>
<td>2011</td>
<td>$28.1 billion</td>
</tr>
<tr>
<td>2014</td>
<td>$30.8 billion</td>
</tr>
<tr>
<td>2015</td>
<td>$28.6 billion</td>
</tr>
</tbody>
</table>

#### From 2008 to 2015:

- SHAs received between 44-54% of their total revenue from federal funding.
- An average of 37% is federal, with the rest coming from state and local governments.

#### The median for U.S. workers: 42 years

State health agency leaders are working to set the agenda, address community priorities, and prepare their workforce for the future.