**The Average State Health Official (SHO)**

- 61% are male
- 65% have a medical degree
- 48% have a formal public health degree
- 70% had previous governmental public health experience
- 57% worked in governmental public health immediately before becoming a SHO

The proportion of SHOs that were female increased significantly by decade from 5.6% in the 1970s/80s to 46.4% in the 2010s. Currently, state governmental public health workforce is 72% women.

**Trends Among SHOs 1980 – 2017**

- SHO tenure is the lowest it has ever been
- Average Tenure Among Former Private Sector CEOs: 8 years
- Average Tenure Among Former SHOs: 5.25 years
- Median Tenure Among Former SHOs: 4 years

**SHO Tenure**

- Median (Midpoint) 4 Years
- Mean (Average) 5.25 Years

**Average Tenure of SHOs**

- 1970s-80s: 5.9 years
- 1990s: 7.2 years
- 2000s: 4.8 years
- 2010s: 2.9 years

**Most Common Reasons for Turnover**

- Voluntary: 45.8%
- Accepting another position in anticipation of a change in state administration: 22.9%
- A new administration appointed another SHO: 19.3%
- Terminated: 12.0%

**What Former SHOs Wish They Had Known**

- **Political Processes**
  - How to relate to the governor’s office
  - How best to relate to the governor’s senior staff
  - Better understand, relate to, and influence the legislative process

- **How State Government Works**
  - Better understanding of governmental budgeting and finance and how to defend the agency’s budget
  - How to manage governmental change
  - Overcoming silo issues, changing organizational culture, and workforce development strategies

- **Partnership Development Approaches**
  - Cross-sectoral partnership development approaches
  - Ways to work more effectively with other agencies of state government
  - Better understand relationships with the federal government including grants and other policy issues

**Defining SHO Success**

- **Team Building**
  1. Support formal development for existing team members
  2. Conduct formal leadership succession planning
  3. Recruit and retain new talent to address skill gaps
  4. Enhance team cohesion through team-building experiences

- **Organizational Accomplishments**
  1. Policy change, including laws, regulations, and departmental policies that support evidence-based interventions
  2. Program development through a new or enhanced public health agency organizational focus