

# Building the Public Health Workforce: Tips and Tools

- Assessing
  - Planning
    - Implementing
      - Monitoring
        - Improving



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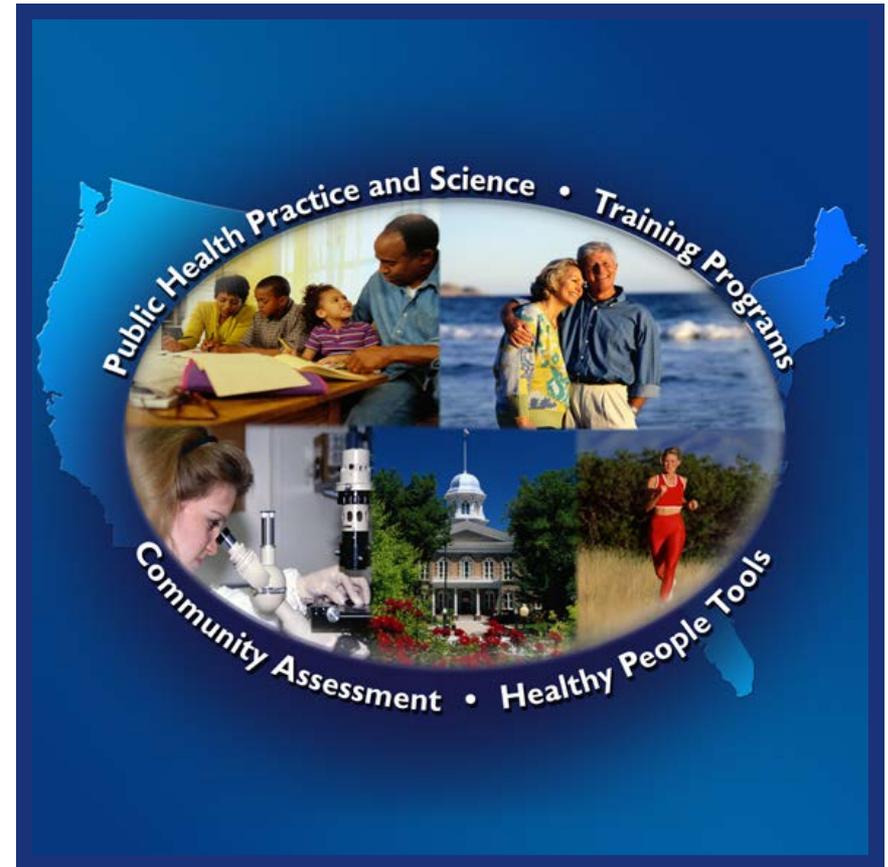
# Overview

- Rationale for Workforce Development Planning
- Tips and Tools
- Workforce Development Plan Basics

...*PHF Mission:*

**We improve the public's health by strengthening the quality and performance of public health practice**

*Experts in Quality Improvement,  
Performance Management, and  
Workforce Development*



[www.phf.org](http://www.phf.org)



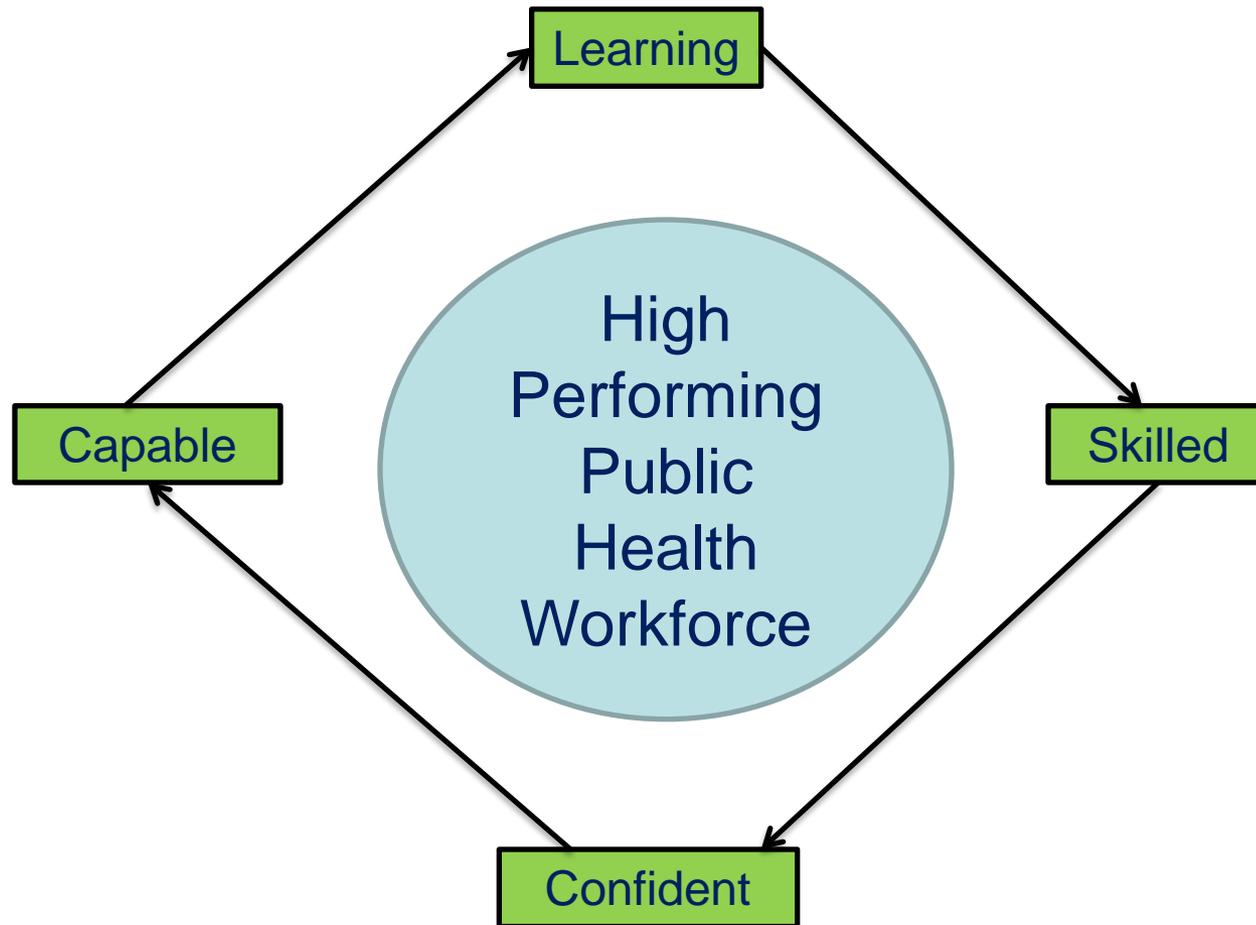
# Quick Tips

1. Determine what you want to achieve and where you want to be
2. Understand what skills and competencies you currently have and what you wish to build
3. Commit to filling gaps in skills and competencies --- and begin to fill them
4. You're not alone --- reach out to potential partners, other health departments, community members.....
5. Don't let the perfect be the enemy of the good --- build a workforce development plan for your employees, agency, and community

# Why Have a Workforce Development Plan?

- A high performing public health organization requires a high performing workforce with:
  - Adequate numbers
  - Training and systems
  - Skills and competence
  - Retention
- Serving the public well – improving community health
- Meet Public Health Accreditation Board requirements – today's and tomorrow's

# Workforce Development Model



# Components of a Workforce Development Plan

- Goals
- Description/Profile of Current Workforce
- Job Descriptions
- Core Competencies Gaps
- Closing Core Competencies Gaps
- Establish Relationships
- Leadership and Management Development
- Recruitment and Retention Strategies
- Assistance to Local Health Departments and Tribes
- IT to Support Goals
- Other

Tip #1: Determine What You Want to Achieve and Where You Want to Be



***Public Health Foundation  
Workforce Development Plan Workshop Pre-Work***

Over the next few weeks before our Workforce Development Plan Workshop, please answer the following questions and bring them to the session on (date).

What are the top three (name of health department) workforce development goals?

What are your top three current internal and external workforce challenges?

- Internal:
  
  
  
  
  
  
  
  
  
  
- External:

# What Are Your Workforce Development Goals? Some Examples from Health Departments:

## ➤ **Recruit and Retain Qualified Personnel**

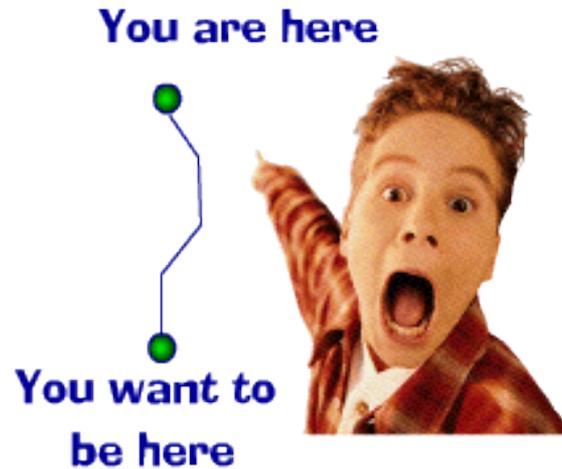
- Address training needs and Core Competencies for Public Health Professionals
- Assure sufficient, competent staff to provide mandatory services
- Address gaps in pay

## ➤ **Career Development**

- Succession planning
- Establish formal working relationships with academic programs
- Provide training to help build staff skills and competence

## ➤ **Provide Employees with Flexible Development Opportunities**

## Tip #2: Understand What Skills and Competencies You Currently Have and What You Wish to Build



# Core Competency Assessment Tools



## > Survey

- > Western Region Public Health Training Center - [wrphtc.arizona.edu/](http://wrphtc.arizona.edu/)
- > Council on Linkages Assessment Tools - [www.phf.org/competencyassessments](http://www.phf.org/competencyassessments)

### Cultural Competency Skills

- |                   |   |
|-------------------|---|
| 1 = None          | I am unaware or have very little knowledge of the skill                   |
| 2 = Aware         | I have heard of, but have limited knowledge or ability to apply the skill |
| 3 = Knowledgeable | I am comfortable with my knowledge or ability to apply the skill          |
| 4 = Proficient    | I am very comfortable, am an expert, or could teach this skill to others  |

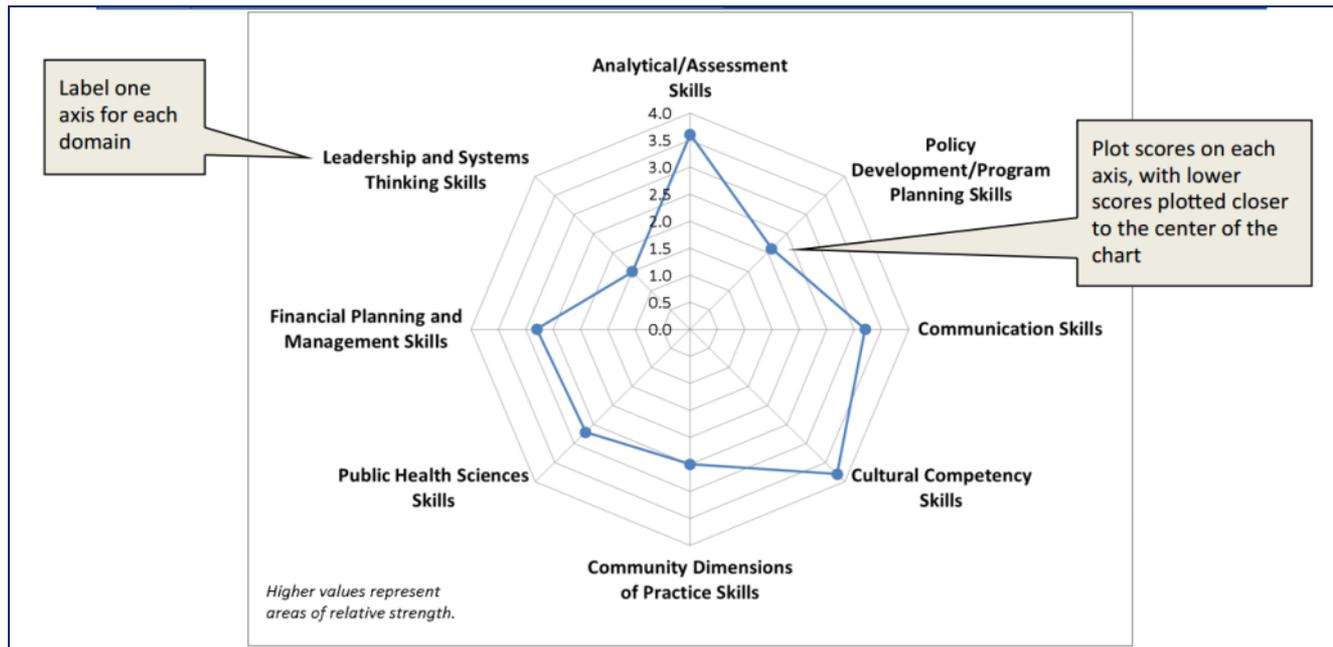
To what degree are you able to effectively...		
1	Describe the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)	- <input type="text"/>
2	Describe the diversity of individuals and populations in a community	- <input type="text"/>
3	Recognize the ways diversity influences policies, programs, services, and the health of a community	- <input type="text"/>
4	Support diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community	- <input type="text"/>
5	Ensure the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community	- <input type="text"/>

# Core Competency Assessment Tools



## > Qualitative

- > 3-Step Competency Prioritization Matrix - [www.pfh.org/competencysequence](http://www.pfh.org/competencysequence)
- > Radar Chart – [www.pfh.org/qiencyclopedia](http://www.pfh.org/qiencyclopedia)



Tip #3: Commit to Filling Gaps in Skills and Competencies  
--- and Begin to Fill Them



## Tip #3: Commit to Filling Gaps in Skills and Competencies --- and Begin to Fill Them

### ➤ TRAIN Learning Management Network –

[www.train.org](http://www.train.org)

- 29,000 courses; 4,000 providers of training
- 950,000 users; over 3.5 million course completions
- Available for FREE to anyone in California
  - Affiliates can do a bit more, such as manage learning, produce reports, develop training plans, learn from and share with other health departments
  - Might California join 25 other states and 4 federal government agencies as a TRAIN affiliate?
  - Unsolicited comments from CA on PHF website:
    - “California needs this!!” (April 23, 2015)
    - “California should be involved in this too.” (January 30, 2015)

### ➤ CDC Learning Connection - [www.cdc.gov/Learning/](http://www.cdc.gov/Learning/)

## Tip #3: Commit to Filling Gaps in Skills and Competencies --- and Begin to Fill Them

- Western Region Public Health Training Center - [wrphtc.arizona.edu/](http://wrphtc.arizona.edu/)
- Competency-based Job Descriptions – [www.phf.org/competencyjobdescriptions](http://www.phf.org/competencyjobdescriptions)

	Vote
<b>Domain 3: Communication Skills</b>	
<b>Literacy assessment</b> Assess the literacy of populations served	
<b>Written and oral communication</b> Communicate in writing and orally with linguistic and cultural proficiency	
<b>Community input</b> Solicit input from the community	
<b>Information dissemination</b> Determine approaches for disseminating data and information Convey data and information	
<b>Behavior change</b> Communicate to influence behavior	
<b>Facilitation</b> Facilitate communication	
<b>Agency and organization roles</b> Communicate the roles of governmental public health, health care, and other partners	

- Partnerships with colleges, universities, community agencies, other health departments,.....

## Tip #4: You're Not Alone --- Reach Out to Potential Partners, Other Health Departments, Community Members...



- Colleges and Universities – help with assessments, training, pipeline, evaluation,.....
  - Consider forming an Academic Health Department (AHD) - [www.phf.org/AHDLC](http://www.phf.org/AHDLC)
  - Request an AHD mentor – [www.phf.org/AHDmentorship](http://www.phf.org/AHDmentorship)
- Other Health Departments
  - Workforce Development Plans – [www.phf.org/competencyWDplans](http://www.phf.org/competencyWDplans)
  - Pooling Resources for Onsite Assistance and Training – [www.phf.org/piservices](http://www.phf.org/piservices)

## Tip #5: Don't Let the Perfect Be the Enemy of the Good --- Build a Workforce Development Plan for Your Employees, Agency, and Community

### ➤ Components of a Workforce Development Plan

- Goals
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- Other

## Tip #5: Don't Let the Perfect Be the Enemy of the Good --- Build a Workforce Development Plan for Your Employees, Agency, and Community

- I don't have:
  - A completed competency assessment
  - Implemented professional development plans
  - Competency-based job descriptions
  - A health department "climate" survey
  - Etc.....
- Templates can help provide guidance, but.....
- It's the **PROCESS** that really matters!!!!!!!

SOLUTIONS  
~~PROBLEMS~~



# Process for Developing a Workforce Development Plan

- In the beginning.....define goals
- Step 1: Determine current state using PHAB standards
- Step 2: For each PHAB standard determine:
  - Purpose as it relates to your health department
  - What you would like to do to address the standard
  - How you plan to address the standard
- Step 3: Determine driving and restraining forces
- Step 4: Pause – Will this really work?!?! What needs to change? Make changes.
- Step 5: Develop work plan
- Step 6: Implement, sustain gains, and improve

## Tip #5: Don't Let the Perfect Be the Enemy of the Good --- Build a Workforce Development Plan for Your Employees, Agency, and Community

### > I don't have:

- > A completed competency assessment
- > Implemented professional development plans
- > Competency-based job descriptions
- > A health department "climate" survey
- > Etc.....

### > Templates can help provide guidance, but.....

### > It's the **PROCESS** that really matters!!!!!!!

### > Now I have:

- > Goals and responsibilities for my agency's plan
- > Specific plans and timelines for assessing competencies, developing training plans, implementing training.....
- > Engaged managers and staff to implement a plan

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# Workforce Development Resources from the Public Health Foundation

## **Council on Linkages Between Academia and Public Health Practice**

- Core Competencies for Public Health Professionals (Core Competencies)
  - Tools to assist practitioners with using the Core Competencies
  - Examples of Core Competencies use
- Academic Health Department Learning Community
  - Sharing ways to develop, maintain, and enhance relationships between public health practice and academic organizations
  - Most meetings require no travel
  - Free to join – 450 members to date
- Improving and measuring the impact of training
  - Guide developed to help trainers and sponsors of training improve and measure the impact of training
  - Strategies address ways to assess training needs, motivate learners and trainers, effectively design and deliver training, and evaluate the impact of training
  - Tool can be accessed online

[www.phf.org/councilonlinkages](http://www.phf.org/councilonlinkages)

**TRAIN** – the nation's premier learning management network for public health

[www.train.org](http://www.train.org)

**PHF Services** - expert onsite assistance through training and workshops

- Workforce Development Plan
- Aligning Job Descriptions
- Strategic Communications
- Aligning Accreditation Plans
- Quality Improvement and Performance Management

[www.phf.org/piservices](http://www.phf.org/piservices)



# Thank You!

Come Visit our Table

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