

Orange County Health Care Agency
Public Health Services

WORKFORCE DEVELOPMENT PLAN 2013-14



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Vision, Mission, Values, and Goals

Vision: A competent Public Health workforce.

Mission: To develop and maintain a competent Public Health workforce by providing and supporting quality learning opportunities that support Public Health's strategic goal of providing quality services to Orange County's diverse communities.

Core Values:

- We value the **diverse** backgrounds and skills of our workforce
- We strive for trainings that meet the different **learning needs and styles** of our workforce
- We emphasize **best practices** in learning opportunities
- We support a culture of **continuous professional development**

Goals:

1. Conduct periodic educational needs assessment of the Public Health workforce
2. Provide and facilitate learning opportunities for professional development and advancement
3. Promote access to and collaborations with academic institutions

Professional Development Program

The Public Health Professional Development (PHPD) Program is guided by the Public Health Professional Development Committee. The committee is represented by managers and staff within Public Health Services as well as personnel from outside Public Health Services who offer trainings and assist with continuing education for ongoing licensing and practice. The Public Health Projects Manager serves as the PHPD Coordinator. The PHPD Committee is responsible for regularly assessing the training needs of the Public Health Services and developing a plan to prioritize and address identified needs.

Training needs of the Public Health Services workforce are based on the nationally adopted Core Competencies. The Core Competencies for Public Health Professionals (Core Competencies) are a consensus set of competencies for the broad practice of public health in any setting. Developed by the Council on Linkages, the Core Competencies reflect skills that may be desirable for professionals who deliver the Essential Public Health Services. The Core Competencies exist as a foundation for public health practice and offer a starting point for public health professionals and organizations working to better understand and meet workforce development needs. The Core Competencies are divided into eight domains, or topical areas of knowledge and skills:

1. Analytic/Assessment Skills
2. Policy Development/Program Planning Skills
3. Communication Skills
4. Cultural Competency Skills
5. Community Dimensions of Practice Skills
6. Public Health Sciences Skills
7. Financial Planning and Management Skills
8. Leadership and Systems Thinking Skills

Once public health training needs have been identified, the PHPD Committee works with in-house experts as well as trainers from external programs. Where possible, trainings offer continuing education

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credits including CEs, CHES, and CMEs. Trainings are offered to meet the needs of the workforce and include onsite trainings as well as online trainings and webinars when appropriate and available.

Required Trainings: Training needs and activities outside of Public Health Core Competencies but required by agency, state, or federal laws are generally coordinated by other departments within County of Orange or Orange County Health Care Agency. See Table 1 on page 4 for detailed information.

Continuing Education: Various public health-related disciplines require continuing education for ongoing licensing and practice. Licensures held by staff, and their associated continuing education requirements are shown in the table below:

Discipline	California Requirements (as of Nov 2013)	Governing Body
Registered Nurse (RN)	30 hours of Continuing Education (CE) every 2 years	California Board of Registered Nursing
Certified Health Education Specialist (CHES)	75 Continuing Education Contact Hours (CECH) every 5 years	National Commission for Health Education Credentialing
Physician	50 hours of Continuing Medical Education (CME) every 2 years	Medical Board of California
Marriage and Family Therapist (MFT)	36 hours of Continuing Education (CE) every 2 years	California Board of Behavioral Sciences
Licensed Clinical Social Worker (LCSW)	36 hours of Continuing Education (CE) every 2 years	California Board of Behavioral Sciences
Licensed Vocational Nurses (LVN)	30 hours of Continuing Education (CE) courses must be completed within 2 years prior to the date of renewal of license	California Board of Vocational Nursing and Psychiatric Technicians

Collaborations: Collaborations with local training partners include:

- **California-Nevada Public Health Training Center (CaNvPHTC):** Public Health Services collaborates closely with the CaNvPHTC, a consortium of public health schools and programs in California and Nevada that engages in training activities designed to strengthen the core competencies and capabilities of the public health workforce. CaNvPHTC offers in-person and online trainings for Public Health Services staff.
- **California State University at Fullerton (CSUF):** Public Health Services has several collaborative projects to develop a competent public health workforce with CSUF. In 2012, Public Health Services collaborated with CSUF Department of Public Health to offer the Certificate in Public Health program for Public Health Services staff. The Certificate program is a 12-unit, four-course program that includes Master’s level courses on the issues of public health, health promotion and disease prevention, principles of epidemiology, and advanced environmental health, which can be applied towards a 42-unit Master of Public Health degree at CSUF for students who are accepted into the program. The program is now offered every two years. Public Health Services also provides opportunities for internships and field work for undergraduate and Master’s candidates in public health at CSUF throughout its divisions. When possible and appropriate, Public Health Services staff also provide instruction at CSUF including holding faculty positions or guest lectures.

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Assessment and Planning

The PHPD Committee conducts a biennial Public Health Workforce Development Survey to assess the needs of the Public Health Services workforce. The survey assesses interest in participating in trainings on each Core Competency as well as additional topical areas that may be contemporary. The last survey was conducted in March 2012; results of the survey highlighted Public Health Service's staff's desires for increased training in Communication Skills, Cultural Competency Skills, Community Dimensions of Practice Skills, and Public Health Sciences Skills. The PHPD Committee will conduct the next Public Health Workforce Development Survey in spring 2014.

The Public Health Professional Training and Staff Development Plan is the working plan outlining key assessment findings and training priorities and schedules for each year. The plan is timed with the school year, from fall through summer. The PHPD Committee's 2013/14 Training Plan includes the following training activities based on identified areas of need:

1. **Quality Improvement and Quality Assurance Strategies (Core Competency 2.3):** The PHPD Committee will support efforts by the Public Health Services Quality Improvement (QI) Committee which has goals to increase familiarity with QI principles and the Model for Improvement/PDSA Cycle by April 2014.
2. **Communications Skills and Developing Culturally Appropriate Health Materials/Programs (Core Competency 3 and 4.1):** The PHPD Committee will improve communications skills of staff by providing hands-on training courses that focus on making materials more client friendly and presentations more engaging. This is joint effort with the Public Health Services Health Equity Committee.
3. **Developing Culturally Appropriate Health Materials/Programs (Core Competency 4.1):** The PHPD Committee will support trainings to improve interpretation and translation skills among Public Health Services staff who interpret or translate as part of their job duties.
4. **Health Disparity (Core Competency 4.2):** The PHPD Committee will support training efforts by the Health Equity Committee including trainings the social determinants of health to all Public Health Services divisions and the "Think O De Mayo" series exploring social, economic, and cultural impacts of health in April-June 2014.
5. **Fundamentals of Public Health:** The PHPD Committee will increase understanding of the fundamentals of Public Health by creating and distributing a one-page document focusing on the 10 Essential Services of Public Health and the functions of Public Health Services divisions.

See Appendix A for the current year Public Health Professional Training and Staff Development Plan.

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Communication and Coordination

Communication about the PHPD Program occurs through regular emails from the PHPD Coordinator as well as the PHS Director. Correspondences highlight training opportunities and provide updates about PHPD Program activities when applicable and appropriate. The PHPD Program also shares information through its intranet website (<http://intranet/phs/training>). This intranet website allows Public Health Services employees to get information about upcoming trainings and download presentations from past trainings. The website also includes links to webinars and various resources for online trainings and webinars such as the California-Nevada Public Health Training Center.

A comprehensive PHPD Program should include training and support for principles of quality improvement and health equity, two key concepts of the Public Health Core Competencies. To ensure coordination of these trainings, the PHPD Program also works closely with the Public Health Services Quality Improvement (QI) Committee and Health Equity Committee. The Public Health Projects Manager acts as both the PHPD Coordinator as well as the QI Coordinator. The chair of the Public Health Services Health Equity Committee sits on the PHPD Committee. Updates on training activities of the QI Committee and Health Equity Committee are standing items on the PHPD Committee agenda. This ensures that that PHPD Committee is aware of and can coordinate the various training activities conducted throughout Public Health Services.

Required Trainings

The PHPD Program focuses on developing skills that relate to the Public Health Core Competencies. The PHPD Committee’s plan to address those needs for this year is outlined in the Assessment and Planning section and Appendix A. In addition to these training needs, there are required trainings coordinated by various programs within the County of Orange. Table 1 below provides a summary of required trainings for Public Health Services staff including the programs responsible for conducting the trainings, the schedule of the trainings, topics covered, and the method for evaluation and tracking completion.

Required Training	Responsible Program	Training Schedule	Topics Covered	Evaluation and Tracking
Compliance Training	Health Care Agency, Office of Compliance	All employees complete a training upon hire and annually thereafter	<ul style="list-style-type: none"> • HCA Compliance Program • Code of Conduct Policies and procedures • Reporting • Prevention of fraud, waste, and abuse • HIPAA Privacy 	<ul style="list-style-type: none"> • Office of Compliance maintains list of staff who completed online training • Signed certificate in staff file after passing quiz
Safety Training	Health Care Agency, Safety Office	All employees complete a training upon hire and annually thereafter	<ul style="list-style-type: none"> • Injury and Illness Prevention Program • Hazard Communication • Emergency Action Plan • Fire Prevention Plan • Additional topics 	<ul style="list-style-type: none"> • Tracked through <i>Training Partner</i> • Signed certificate in staff file after passing quiz

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Table 1: Summary of Required Trainings (continued)

Required Training	Responsible Program	Training Schedule	Topics Covered	Evaluation and Tracking
Defensive Driving	Health Care Agency, Safety Office	All employees who drive as part of their job assignment complete a training every two years	<ul style="list-style-type: none"> Defensive driving techniques HCA accident reporting policies 	<ul style="list-style-type: none"> Tracked through <i>Training Partner</i> Signed certificate in staff file after passing quiz
Supervisor Safety Refresher	Health Care Agency, Safety Office	All supervisors and managers complete a training every two years	<ul style="list-style-type: none"> Injury and illness reporting Supervisor safety responsibilities 	<ul style="list-style-type: none"> Tracked through <i>Training Partner</i> Signed certificate in staff file after passing quiz
Bloodborne Pathogens Training	Health Care Agency, Safety Office	All employees with job duties that may put them at risk for occupational exposure to Bloodborne Pathogens or other potentially infectious material complete training annually	<ul style="list-style-type: none"> Modes of Transmission Risk of Transmission Universal Precautions Safe Equipment and Practices Procedure for Exposures 	<ul style="list-style-type: none"> Tracked through sign-in sheets and Hep B declinations
Aerosol Transmissible Diseases (ATD) Respiratory Protection including Fit testing	Health Care Agency, Safety Office	All employees with job duties that may put them at risk for Aerosol Transmissible Diseases complete training annually	<ul style="list-style-type: none"> Fit testing for N95 masks and other respirators Personal Protective Equipment Practices to limit exposures 	<ul style="list-style-type: none"> Tracked through sign-in sheets and Health questionnaire or declinations
Chemical Hygiene	Health Care Agency, Safety Office	All employees who may be potentially exposed to seriously harmful chemicals complete training annually	<ul style="list-style-type: none"> Practices to limit exposures to chemicals Personal Protective Equipment Lab Chemical Hygiene Plan 	<ul style="list-style-type: none"> Tracked through sign-in sheets Quiz
Equal Employment Opportunity and Anti-Harassment Training	County of Orange, Human Resources Services	All supervisors and managers must complete a training upon hire and every two years	<ul style="list-style-type: none"> Applicable laws Sexual harassment Role of the manager in an investigation Best practices 	<ul style="list-style-type: none"> Tracked through sign-in sheets Signed statement in staff file
Emergency Response	Health Care Agency, Medical Services, Health Disaster Management	All employees complete training upon hire	<ul style="list-style-type: none"> Introduction to Incident Command System Introduction to National Incident Management System (NIMS) 	<ul style="list-style-type: none"> Health Disaster Management maintains list of staff Signed certificate in staff file after passing quiz

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The Public Health Accreditation Board has indicated trainings that should be documented as having been conducted as part of the standard for Public Health Accreditation. Table 2 below shows information about those trainings.

Table 2: Summary of Trainings Meeting Public Health Accreditation Standards	
Accreditation Standard and Guidance	Examples of Trainings Meeting Standard
<p>Standard 6.2.1 The health department must document that staff are trained in laws that support public health interventions and practice. Staff must be trained on the specific aspects of the law for which they are programmatically responsible.</p>	<p>Individual programs are trained in laws that support public health interventions and practice that relate to their job.</p>
<p>Standard 8.2.2 The health department must provide two examples of its training or development programs for leadership and/or management staff.</p>	<p>Various trainings are available throughout the year to all staff through HCA's <i>Leadership Development Program</i>. Training topics include conflict resolution, effective communication, team building, creating an Employee Development Plan, budgets and financial overview, and strategic planning.</p>
<p>Standard 9.1.5 The health department must documents its staff development in the area of performance management.</p>	<p>Staff development on the development of performance measures to monitor and evaluate Public Health Services outcomes is provided for teams and individuals directly working on quality improvement projects.</p>
<p>Standard 11.1.2 The health department must provide evidence of staff training on confidentiality policies, including training content and names of those who received training.</p>	<p>The Office of Compliance conducts an annual compliance training, which includes training on confidentiality and Health Insurance Portability and Accountability Act (HIPAA) practices.</p>
<p>Standard 11.1.3 The health department must provide one example of staff training on social, cultural, and/or linguistic factors. Documentation must show the content of the training and record of who attended.</p>	<p>The Health Equity Committee provides training and staff development related to social determinants of health. The "Think-o de Mayo" series includes lunchtime workshops featuring the PBS documentary series "Unnatural Causes," which discusses how social, cultural, and economic factors impact health.</p>

In 2012, Public Health Services and the PHPD Program coordinated 21 trainings, with an average of 33 attendees for each course. Where possible, trainings offer continuing education units. A complete list of trainings for Public Health Services staff is provided in Appendix B. The following are a summary of key trainings conducted in 2012/13:

- 1) **Public Health Communication Certificate Program:** Eight-series program conducted by CaNvPHTC that included in-person and online trainings on topics such as foundational theories of communication, social media social marketing, health literacy, and interpersonal communication.
- 2) **Public Health Fundamentals series:** In-person training series conducted by CaNvPHTC that focused on fundamentals of public health theory, program planning, program evaluation, and public health theory.

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- 3) **Politics of Public Health:** In-person trainings conducted by CaNvPHTC that informed public health professionals about the politics of public health and implementation of the Affordable Care Act.
 - 4) **Public Health Quality Academy:** Two-part training series in which a cohort of 45 Health Care Agency employees mostly from Public Health Services learned about quality improvement concepts and tools and engaged in quality improvement projects.
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Contact

The Public Health Projects manager serves as the PHPD Coordinator and is the primary contact for training and workforce development initiatives, including the maintenance of this plan. For questions about this plan, please contact:

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