

Developing a Strong Public Health Workforce For California and Health Departments

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Objectives

1. Increase understanding of strategies for:
 - public health workforce development
 - opportunities to meet accreditation requirements and workforce needs
2. Discuss how you can apply strategies to your department and regional workforce needs
3. Increase awareness of resources and opportunities to advance your workforce and accreditation initiatives

Health Workforce Development

Sufficient:

- Supply
- Distribution
- Diversity
- Capabilities
- Cost
- Utilization
- Performance
- Adaptation

Outcomes:

- Mission
- Quality, Access, Cost
- Accreditation
- Education
- Opportunity
- Satisfaction
- Economic
- Improved health

Workforce Development Components

- Demand and capabilities
- Supply and distribution
- Increasing and preparing a qualified, diverse pool
- Building a solid, systematic pipeline
- Recruitment and hiring
- Training, professional and leadership development
- Performance management and recognition
- Retention, advancement and thriving
- Adaptation to changing needs

Health Workforce Development Requires Collaboration

Levels:

- Organizational
- Professional
- Sector
- Local
- Regional
- Statewide
- National
- Policy

Players:

- Health employers
- K-12 and higher ed
- Pipeline programs
- Health professions inst.
- Workforce & economic development
- Associations
- Government
- Advocates
- Foundations

Collaboration in California

- Significant statewide, regional and local health workforce collaboration in CA
- Emerging collaboration and resource opportunities
- Are you aware and plugged in?
- Not too late but now is the time!

Public Health Workforce Needs

PROTECTING YOUR HEALTH



1 IN 3 MISSING

America will be short more than a quarter million public health workers by 2020 – that's one-third of the workforce needed to keep the world we live in healthy.

Source: Association of Schools of Public Health

Factors Affecting Demand for the Public Health Workforce

- Growth of the overall population
- Aging of the population
- Increasing diversity of California's population
- Emerging diseases & other public health challenges
- Fluctuating funding sources
- Healthy People 2020 implementation
- Let's Get Healthy California
- Building healthy communities in CA
- ACA Implementation

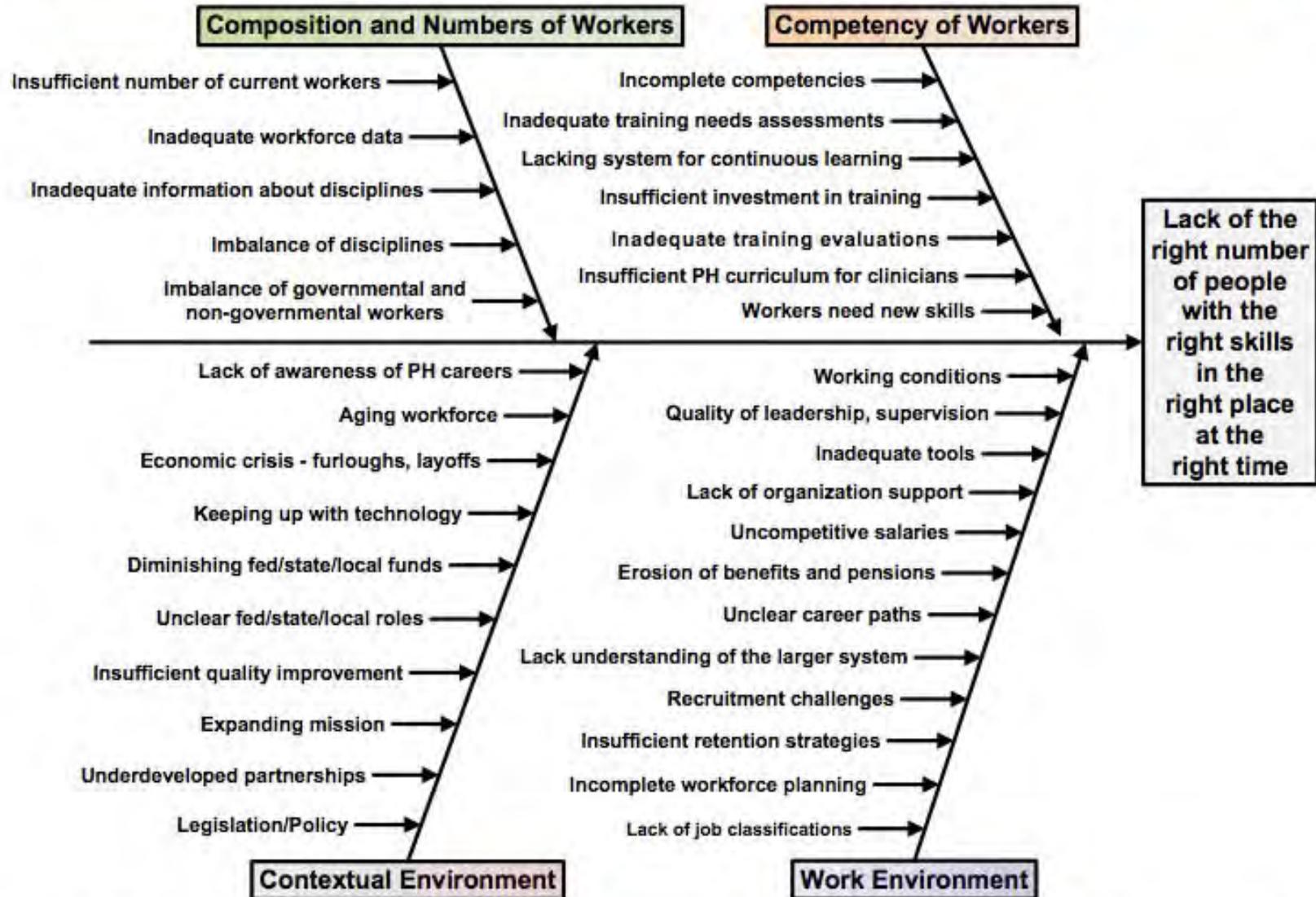
Health Reform Implications for Public Health

- Increased focus on prevention
- Population health focus
- Emphasis on Health Homes
- Innovations in teams and inter-professional education
- Integration of public health and primary care
- Health disparities reduction
- Health workforce development opportunities

Factors Affecting **Supply** of the Public Health Workforce

- Aging of the current workforce in California and nationally
- Growing numbers of prospective PH professionals. Thousands of interested undergraduates!
- Lack of educational opportunities for students from under-resourced communities
- Shortage of PH professionals in certain disciplines
- Lack of uniformity regarding minimal requirements and types of positions across jurisdiction and sectors
- Competition with private health sector
- Budget cuts and financial constraints
- ACA implementation

Factors Affecting the Public Health Workforce



Developed in 2010 by CDC's Division of Scientific Education and Professional Development (proposed), formerly Scientific Education and Professional Development Program Office, from synthesis of the literature. Revised in 2011 following review and comment from public health partners.

Going in the Wrong Direction?

- The National Association of County and City Health Officials (NACCHO) announced Monday, May 24, 2010 that “from Jan. 2008–Dec. 2009, LHDs lost a cumulative 23,000 jobs due to layoffs or attrition—approximately 15 percent of the LHD workforce.”

The Good News

- Armies of undergraduates- 500 undergraduate public health programs and growing
- Increased graduate training and distance learning
- Increased emphasis on workforce development. More funding?
- Accreditation emphasizing workforce development

Accreditation and Public Health Workforce Development

PHAB 1.0 Standards: Domain 8

- Domain 8 focuses on the need for health departments to maintain a trained and competent workforce to perform public health duties.
 - Standard 8.1: Encourage the Development of a Sufficient Number of Qualified Public Health Workers
 - Standard 8.2: Assess Staff Competencies and Address Gaps by Enabling Organizational and Individual Training and Development Opportunities

Standard 8.1: Encourage the Development of a Sufficient Number of Qualified Public Health Workers

- Every health department has responsibilities for collaborating with others to encourage the development of a sufficient number of public health students and workers to meet the staffing needs of public health departments and other public health related organizations.

Measure 8.1.1 S: Establish relationships and/or collaborate with schools of public health and/or other related academic programs that promote the development of future public health workers

Purpose

The purpose of this measure is to assess the state health department's contributions to the development of qualified public health workers.

Significance

Working with schools of public health and other related academic programs is a means to promote public health as an attractive career choice.

It promotes the health department as **an employer of choice** and establishes new methods for staff recruitment.

Collaboration with academic programs can create paths for internships and other ways to expose students or new graduates to public health practice.

Measure 8.1.1 T/L: Establish relationships and/or collaborations that promote the development of future public health workers.

Purpose

The purpose of this measure is to assess the health department's activities to encourage public health as a career choice.

Significance

Working with schools, academic programs or other organizations is a means to promote public health as an attractive career choice.

Collaborations can create paths for exposing students or new graduates to public health practice.

Standard 8.2: Assess Staff Competencies and Address Gaps by Enabling Organizational and Individual training and development opportunities.

- A health department workforce development plan can ensure that staff development is addressed, coordinated, and appropriate for the health department's needs.
- Staff job duties and performance should be regularly reviewed to note accomplishments and areas that need improvement. This should not be a punitive process but one that identifies needs for employee training or education.
- This approach can provide workforce development guidance for the individual and may point out gaps in competencies and skills for the health department.

8.2.1.A: Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies

Purpose:

- To assess the health department's planning for employee training,
- To implement those plans, and
- To develop core competencies.

Significance

- Employee training and core staff competencies assure a competent workforce.
- Health departments must have a competent workforce with the skills and experience needed to perform their duties and carry out the health department's mission.

8.2.2 A: Provide leadership and management development activities

Purpose

- To assess the health department's development of leadership and management staff, including efforts to build leadership skills.

Significance

- In addition to their specific public health activities, leaders and managers must oversee the health department, interact with stakeholders and constituencies, seek resources, interact with governance, and inspire employees and the community to engage in healthful public health activities.
- Development activities can assist leadership and management staff to employ state-of-the-art thinking, management processes, and management techniques.

8.2.3 S: Provide consultation and/or technical assistance to Tribal and local health departments regarding evidence-based and/or promising practices in the development of workforce capacity, training and continuing education

Purpose

- The purpose of this measure is to assess the state health department's provision of consultation and/or technical assistance to Tribal and local health departments on evidence-based and/or promising practices in the development of workforce capacity, workforce training, and/or continuing education.

Significance

- The state health department should share its knowledge about workforce capacity, workforce training, and continuing education with Tribal and local health departments in order to assist in addressing organizational gaps in the public health workforce.

Here are the highlights to Domain 8 changes, which are in the proposed PHAB 1.5 version:

- 8.1: Emphasis on recruiting more qualified individuals to enter the field of Public Health
- 8.2: Emphasis on provision of training and professional and career development

Oklahoma Workforce Development 5 year Plan (2011-2016)

1. Develop comprehensive workforce development plan
2. Expand and Standardize Curriculum
3. Increase Effectiveness in Distance Learning
4. Integration of T.E.D. Administration Infrastructure (including OK-TRAIN)
5. Implement a Tuition Assistance & Tuition Reimbursement Program

Public Health Workforce Development Efforts

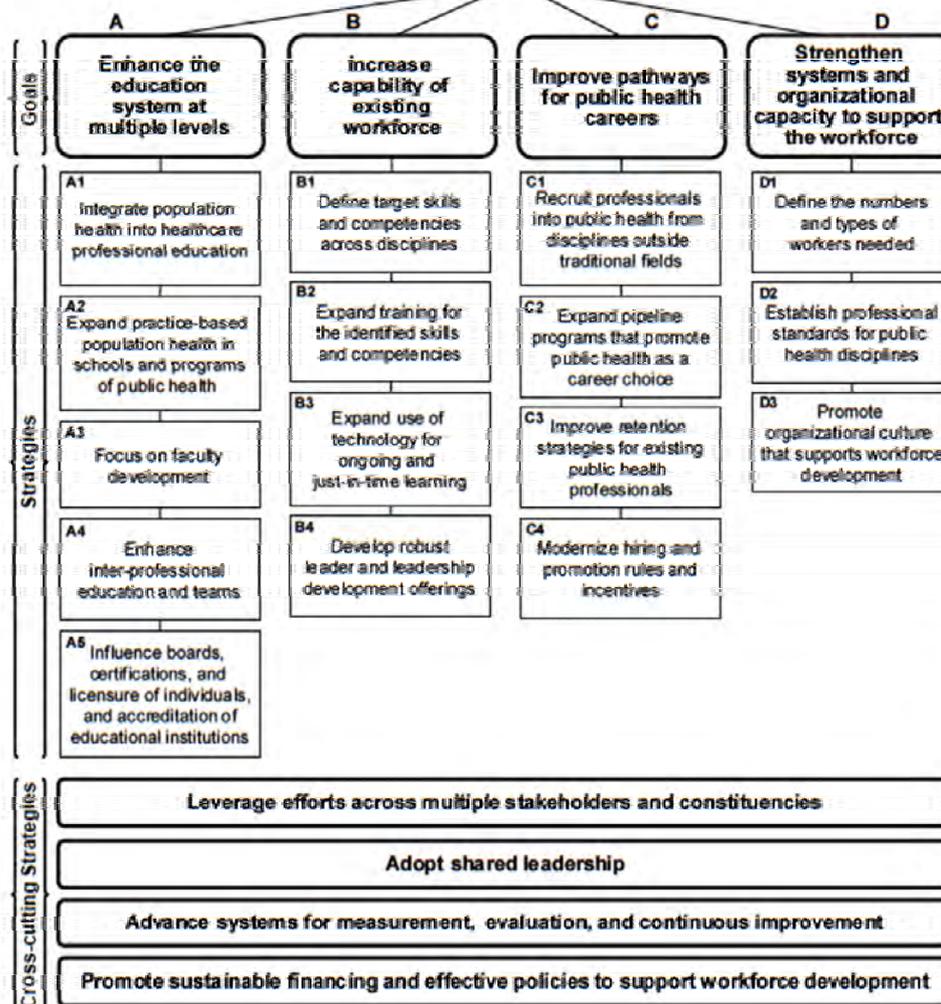
National Public Health Workforce Development

- Framework for Workforce Development
- Enumeration
- Competencies
- Assessment and Training

The National Public Health Workforce Strategic Roadmap 2013

Draft
July 2013

Purpose:
Strengthen the public health and healthcare workforce to improve the public's health



Developed by CDC's Division of Scientific Education and Professional Development (proposed) with partner input

Public Health Workforce Needs

- Only 20 percent of the current public health workforce in the state has any formal training in public health.

Industry Skill Standards

- National Council on Linkages Competencies:
http://www.phf.org/resourcestools/Pages/Core_Public_Health_Competencies.aspx
- CPHAWE competency development:
 - Assessment tool being developed for launch this fall
 - Data analysis and competency development
 - Updated competencies- April 2012

The 8 Domain Level Core Competencies

- **Analytic/Assessment Skills**
- **Policy Development/Program Planning Skills**
- **Communication Skills**
- **Cultural Competency Skills**
- **Community Dimensions Skills**
- **Public Health Science Skills**
- **Financial Planning and Management Skills**
- **Leadership and Thinking Systems Skills**

Organizational Training Tiers

- **Tier 1:** Individual employee who carries out the day-to-day tasks of public health organizations and is not in a management position
- **Tier 2:** Practitioner with program management and/or supervisory responsibilities.
- **Tier 3:** Practitioner at a senior management level and/or a leader of a public health organization

Public Health Training Centers

- Public Health Training Center Network- HRSA
- 3 Public Health Training Centers in California
 - **California Pacific Public Health Training Center:**
UC Berkeley, UC Davis, CSU Fresno, U of H Manoa
 - **California-Nevada Public Health Training Center:**
SD State, Loma Linda, CSU Fullerton, UNLV
 - **Southwest Public Health Training Center:** UCLA,
University of Utah

Partnering with PHTC's

- On-line and in person competency based trainings
- Needs Assessment
- Internships
- Collaborative projects
- Technical Assistance

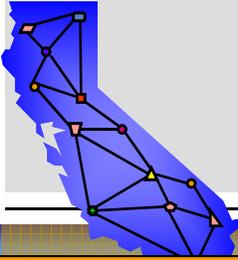
California Public Health Alliance for Workforce Excellence

To create and maintain excellence in the public health workforce in California through strategic planning and coordination with key partners and stakeholders.

- **Excellence means...**
 - **Sufficient numbers of workers**
 - **Competent workers**
 - **Workers that reflect the communities they serve**
 - **Workers that are capable of meeting the changing public health needs of California's increasingly diverse population**

California Health Workforce Alliance (CHWA)

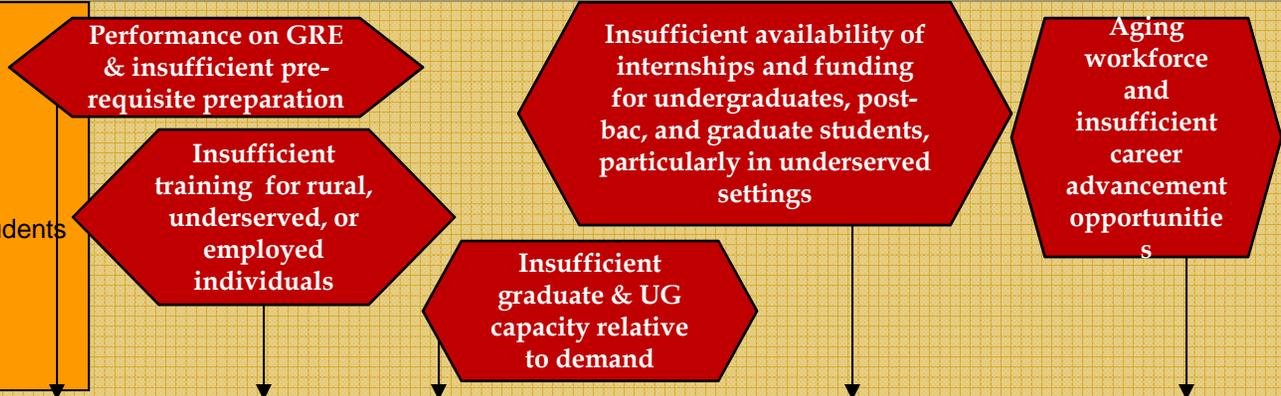
- Statewide public–private partnership dedicated to coordinated, systematic approaches to build California’s health workforce.
- Neutral, central point of convergence among key health workforce stakeholders
- Leadership of priority workforce initiatives- e.g. Primary Care, Health IT
- Evidence to support strategies
- Support for member initiatives and HWDC
- Shared Advocacy Committee- CHPC



Coordinated Public Health Workforce System Pathway

Target Groups:

- Undergraduates
- Graduate Public Health Students
- Medical Students and Residents
- Veterans
- Promotoras/Community Health Workers
- High School and Community College Students
- Career Changers
- Displaced Workers
- Immigrant Health Professionals
- Incumbent Public Health Workers



Cultural Sensitivity and Responsiveness



Recommendations to Address Priority Barriers

Barriers	Recommendation
Insufficient awareness of public health careers and how to pursue; particularly among under-represented and underserved populations	Fund and provide infrastructure for CPHAWE to offer proven statewide outreach conferences and resources on public health careers and educational opportunities. Prioritize outreach & infrastructure support to disadvantaged, underrepresented & rural populations.
	Increase public health internship opportunities for students at all levels

Recommendations to Address Priority Barriers

Barrier	Recommendation
Insufficient public health training program access; particularly for rural and underserved populations	Increase affordable access to undergraduate & graduate public health education and continuing education training through on-line programs, urban-rural partnerships and public health training centers

Recommendations to Address Priority Barriers

Barrier	Recommendation
Insufficient paid internship opportunities for undergraduates, post bac and MPH students; particularly in governmental agencies and underserved and rural communities	Increase funding and infrastructure for securing internship opportunities and provide sufficient stipend support for students. Work through proven existing programs and graduate education institutions.
	Increase Federal \$ for internships & expand CDC apprenticeships/ fellowships in CA

Recommendations to Address Priority Barriers

Barrier	Recommendation
Insufficient infrastructure and investment to develop and lead public health workforce development in California.	Support and invest in CPHAWE staff and programs to lead the public health workforce efforts for CA in partnership with CDPH, Schools, Associations and CHWA
	Partner with advocates, such as CSRA & CPCA, on how to address key legislative issues

Additional Priority Areas of Focus

- Assess & Enumerate the Public Health Workforce
- Determine current and emerging competencies and build into education and training programs
- Increased support for individuals pursuing public health career pathways
- Support sufficient public health training and workforce development infrastructure & investment in CA

How can you approach workforce development?

Approach to Workforce Development

- Align with strategic plan and priorities
- Inventory and coordinate current efforts
- Identify champions and guiding coalition
- Determine compelling needs & opportunities
- Use pathway framework or CDC Road Map
- Develop workforce plan
- Align with local, regional and statewide efforts
- Partner with training centers, schools etc
- Develop staffing and funding

MPH Program Partnerships

- Training
- Assessment
- Professional and Leadership Development
- Internships
- Recruitment- graduating students and alumni
- Fellowships
- Technical Assistance, Best Practices
- Convening and Connecting

HEALTH CAREER CONNECTION



HCC is a national non-profit that inspires and empowers

- undergraduate students,**
- recent graduates and**
- HCC alumni**

**from under-represented and disadvantaged backgrounds,
to successfully pursue their health career dreams
and become the next generation of health leaders and professionals**



HCC Summer Interns

Inspire Empower Succeed



HCC 2012

Southern CA & Coachella Valley Interns

www.healthcareers.org



Office of Statewide Health Planning and Development
 2013–2015 Healthcare Workforce Development Efforts to Respond to Healthcare Reform (rev 10-25-2013)



Pathways

- Augment funding for Mini-Grants to increase exposure to healthcare careers
- Rollout "Healthcare Workforce Academy" to support pathway programs
- Develop pathway programs to increase supply and diversity of health professionals
- Explore partnerships to support "frontline" and allied health workers



Training & Placement

- Institutionalize CalSEARCH to provide clinical rotations in underserved areas
- Explore role in mental health peer support
- Fund innovative health training programs via Song Brown
- Explore funding of primary care and other training programs via Song Brown
- Explore development of innovative training/retraining programs for incumbents



Financial Incentives

- Implement \$52 million grant to support health professionals and training programs
- Increase funding for existing programs
- Develop financial incentive programs for:
 - Entry-level Masters in Nursing
 - Nurse Educators
 - PharmD
- Expand eligibility of State Loan Repayment Program (SLRP) to pharmacists
- Explore other state's best practices for SLRP
- Implement CalREACH, OSHPD's e-app for financial incentive programs



Systems Redesign

- Explore development of projects that support new healthcare delivery models
- Increase utilization of Healthcare Workforce Pilot Program to test, demonstrate and evaluate expanded skill set and test new health delivery models
- Oversee community paramedicine pilot project
- Continue to proactively designate health professional shortage areas
- Explore e-application for WET and shortage designations
- Explore regional partnerships across primary care and mental health



Research & Policy

- Create five-year mental health workforce education and training plan
- Enhance Clearinghouse, adding supply, demand and education data for all healthcare professions
- Lead efforts to standardize healthcare workforce data
- Explore development of database with community identified and best practices in healthcare workforce development
- Track and analyze legislation impacting health workforce
- Develop policy recommendations on health workforce issues
- Identify, promote, and facilitate attainment of additional federal resources and funding opportunities for students, practitioners, and organizations



Others to connect with

- CPHA- North and South
- California Health Workforce Alliance
- California Health Professions Consortium
- California Health Workforce Development Council
- California Partnership Academies
- Linked Learning Districts and Schools
- The California Endowment

California Career Pathways Trust

- \$250 million (one-time)
- Eligible applicants: school districts, county superintendents, charter schools, and community colleges in the form of one-time competitive grants.

Next Steps

- Get started!
- Determine your best approach
- Get connected with key initiatives
- Explore partnerships
- Let us know how to assist you:
- Jeff Oxendine- oxendine@berkeley.edu