Building the Public Health Workforce: Tips and Tools

- Assessing

    - Planning

        - Implementing

          - Monitoring

            - Improving

Public Health Accreditation Board Workshop
October 14, 2015

Ron Bialek

President, Public Health Foundation

rbialek@phf.org

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
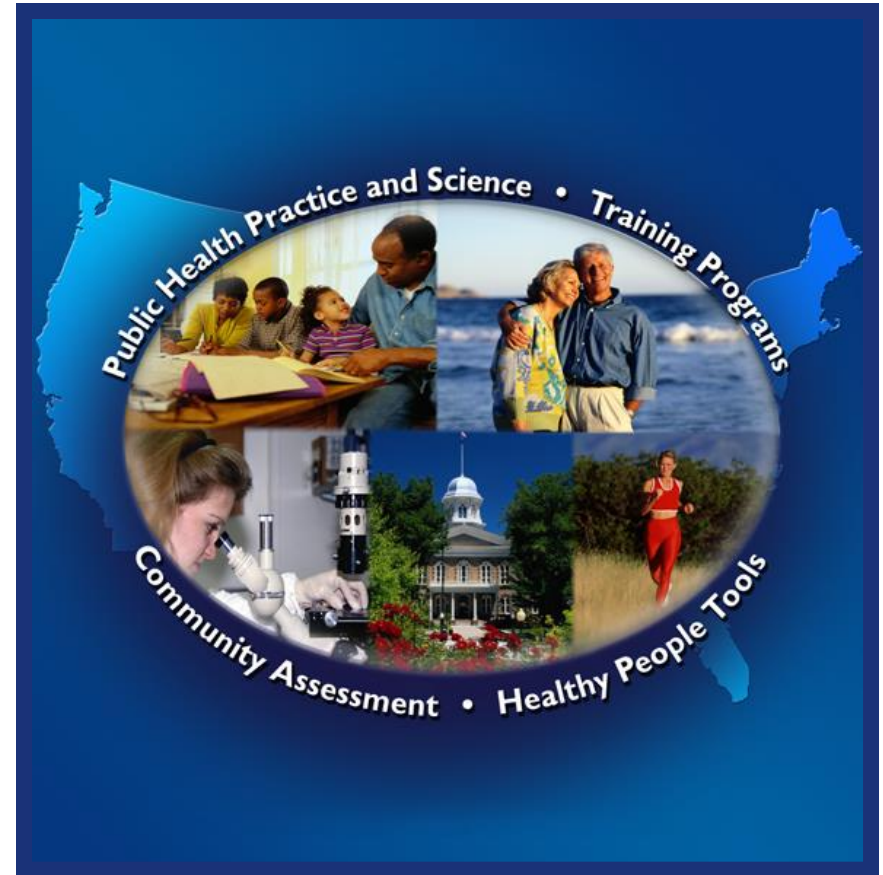

www.phf.org

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
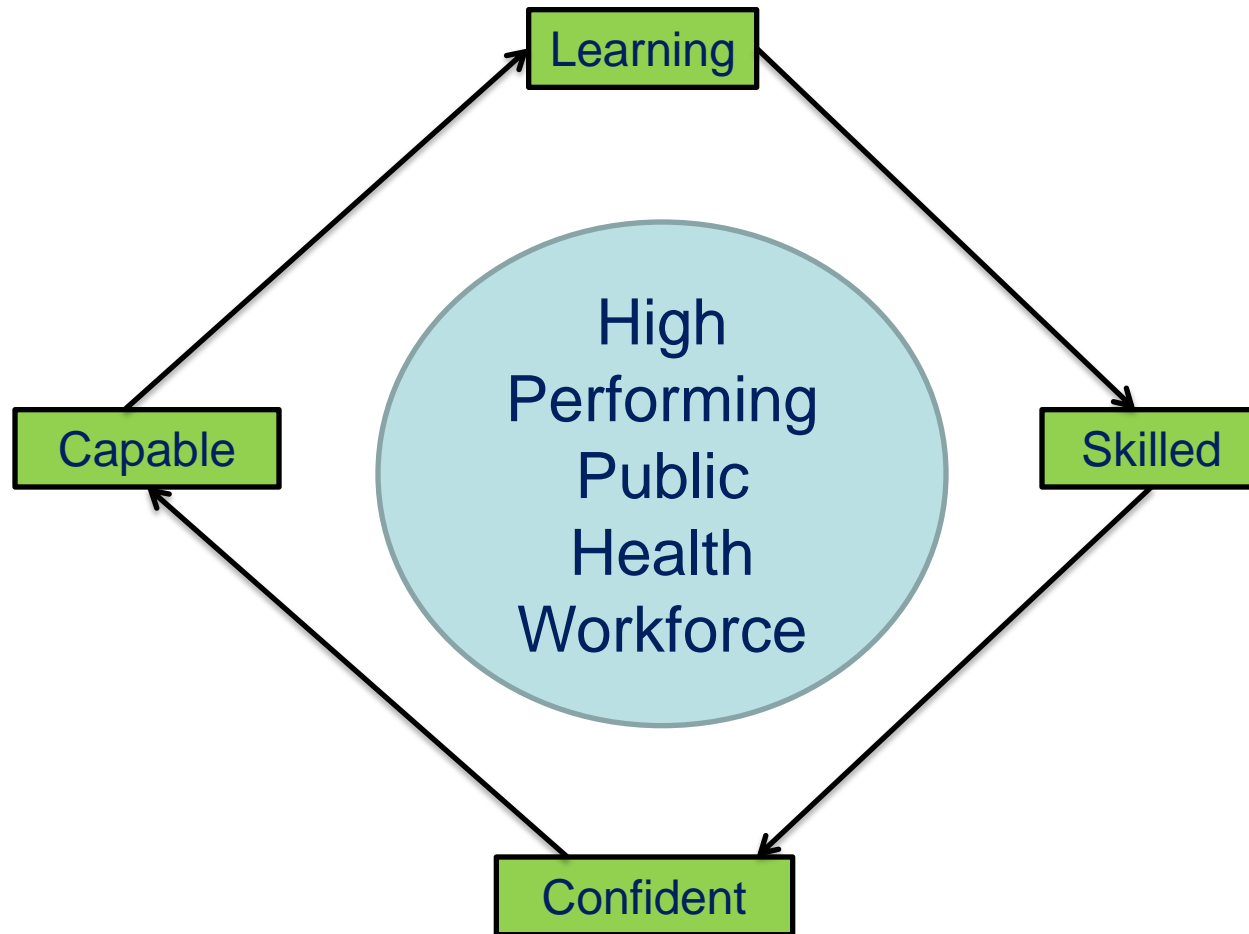
Components of a Workforce Development Plan

- ➤ 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
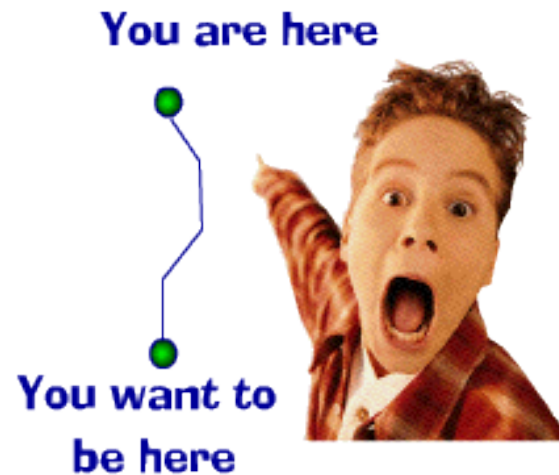
Core Competency Assessment Tools

> Survey

>> Regional Public Health Training Centers -
bhpr.hrsa.gov/grants/publichealth/phtc

>> Council on Linkages Assessment Tools -
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

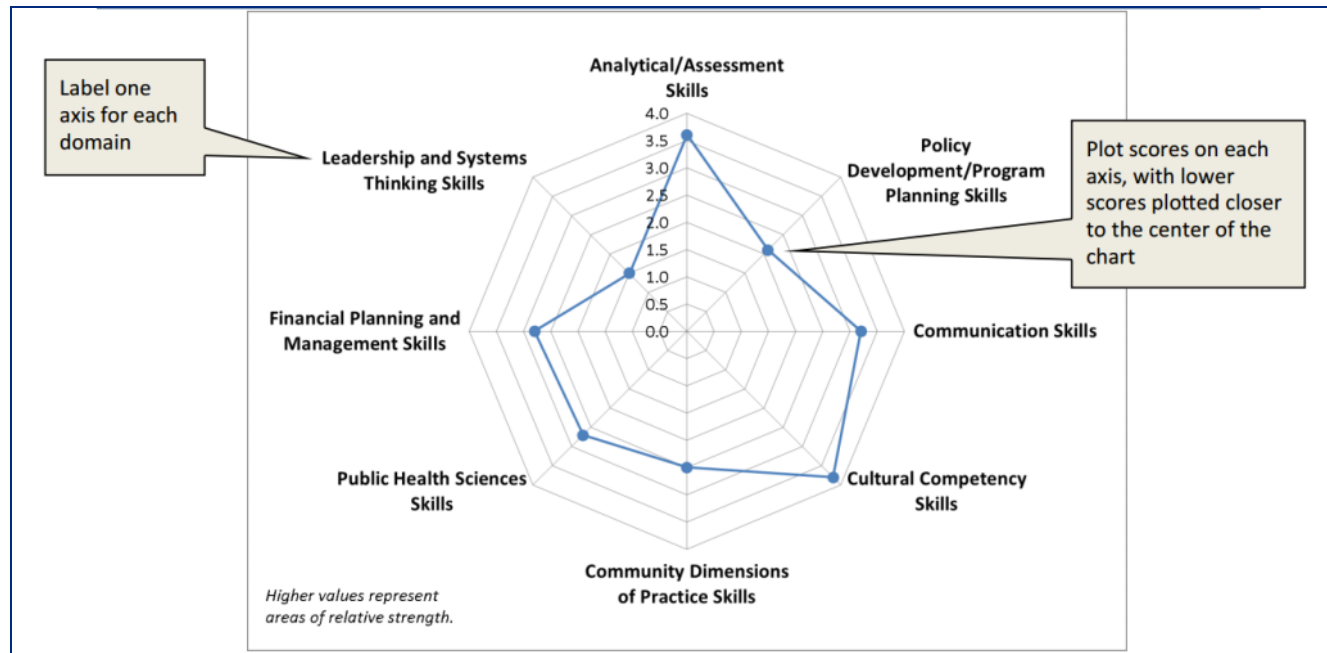| To what degree are you able to effectively…		
1	Describe the concept of diversity as it applies to individuals and populations (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and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

Core Competency Assessment Tools

> ## Qualitative

> > 3-Step Competency Prioritization Matrix - www.phf.org/competencysequence

> > Radar Chart – www.phf.org/qiencyclopedia

Label one axis for each domain

Analytical/Assessment Skills
4.0
3.5
3.0
2.5
2.0
1.5
1.0
0.5
0.0

Policy Development/Program Planning Skills

Plot scores on each axis, with lower scores plotted closer to the center of the chart

Leadership and Systems Thinking Skills

Financial Planning and Management Skills

Communication Skills

Public Health Sciences Skills

Cultural Competency Skills

Community Dimensions of Practice Skills

Higher values represent areas of relative strength.

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 – **TRAIN** National
> www.train.org

>> 29,000 courses; 4,000 providers of training

>> 975,000 users; over 3.5 million course completions

>> Available for FREE to anyone

>>> Search, find, complete, and track competency-based training

>>> Affiliates can do a bit more, such as manage learning, produce reports, develop training plans, learn from and share with other health departments

>>> State health department affiliates can grant local and tribal health departments administrative rights to use TRAIN to manage learning

> CDC Learning Connection - www.cdc.gov/Learning/

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

› Competency-based Job Descriptions –
www.phf.org/competencyjobdescriptions

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

› Partnerships with colleges, universities, community agencies, other health departments,…….

PHF

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

>> Request an AHD mentor –

www.phf.org/AHDmentorship

> Other Health Departments

>> Workforce Development Plans – www.phf.org/competencyWDplans

>> Pooling Resources for Onsite Assistance and Training – 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
> - 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 #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~~

PHF

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

PHF

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

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

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 – 500 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

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

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

Thank You!

Come Visit our Table

Ron Bialek

rbialek@phf.org

202.218.4420