Investing in our Workforce:

How Two Local Health Departments are Using Workforce Development Plans for Public Health Transformation

Macomb County Michigan Health Department

Oakland County Michigan Health Division

10/16/2019

Introductions

- Oakland County Health Division
  - Carrie Hribar
  - Sara Stoddard
- Macomb County Health Department
  - Whitney Litzner
  - Maria Swiatkowski

What is Workforce Development?

An attempt to improve health outcomes (i.e., healthier people) by enhancing the training, skills, and performance of public health workers.

Investing in our workforce

- Workforce Development ensures that staff development is addressed, coordinated, and appropriate for all the health department's needs.

- Investing in the public health workforce means health departments can not only engage with their staff, but ensure the best public health services are being provided to the community.

Workforce Development and PHAB Accreditation

- PHAB Domain 8.2.1
  - RD1 – Workforce Development Plan
  - RD2 – Implemented workforce strategies
- PHAB Domain 8.2.2

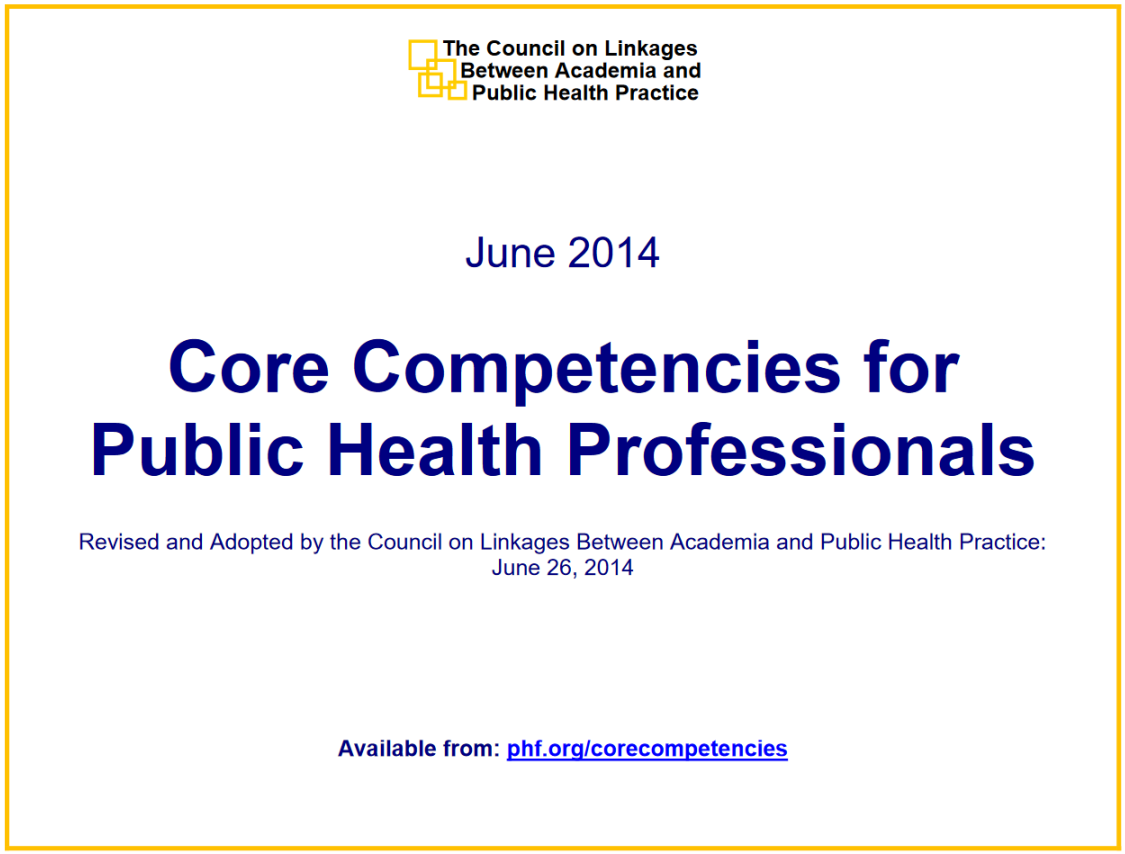
Workforce Development and PHAB Accreditation

Ensure a competent workforce through the assessment of staff competencies, the provision of individual training and professional development, and the provision of a supportive work environment.

Workforce Development and PHAB Accreditation

- 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.
- Workforce development strategies support the health department, individual staff members, staff development, and the overall workplace environment. Employee training and core staff competencies assure a competent workforce.

Core Competencies of Public Health

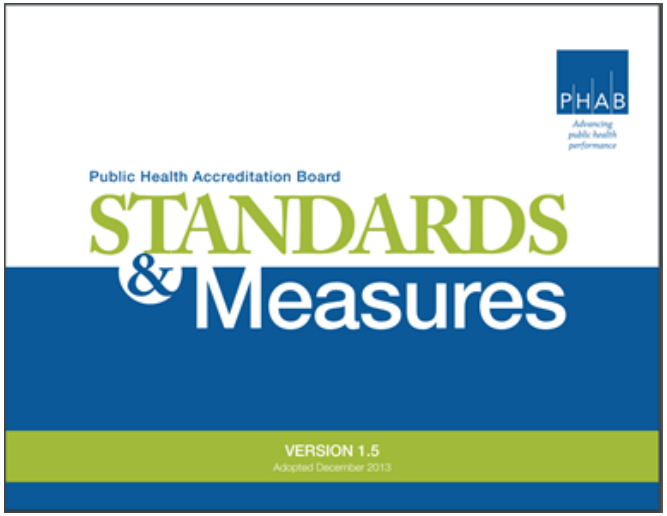


Core Competencies of Public Health

- Analytical/Assessment Skills
- Policy Development/ Program Planning Skills
- Communication Skills
- Cultural Competency Skills
- Community Dimensions of Practice Skills
- Public Health Sciences Skills
- Financial Planning and Management Skills
- Leadership and Systems Thinking Skills

Oakland County Process

Oakland County Process



Oakland County Process

SHINE

Strengthening Health Initiatives by Nurturing Excellence

Involved staff in the development of the plan

- SHINE Committee
- Customer Service Committee

Oakland County Assessment

Which one of the following statements best describes your organizational role at the Oakland County Health Division?

- ○ I carry out day-to-day or support duties, such as assisting clients; completing health screenings; performing data collection and processing; supporting technology; and scheduling and administrative/clerical functions (i.e. hearing and vision techs, WIC, Technology Support, technical assistants, clerical, employee records, graphics, billing).
- ○ I have responsibilities that include program oversight, health education, or knowledge of public health sciences (i.e.Nurses, Sanitarians, Nutritionists, Health Educators).
- ○ I have program management and/or supervisory duties. My other duties may include program planning, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues, etc. (Epidemiologists, Office Supervisors, Building Supervisors, Program Coordinators, Supervisors, and Chiefs).
- ○ I am at the senior/management level of my organization. I am responsible for major programs or functions of my organization, setting a strategy and vision for the organization, and/or building the organization's culture, (i.e. Health Officer, Administrators).

Oakland County Assessment

- Included Competency Areas
  - Communication Skills
  - Cultural Competency Skills
  - Public Health Sciences
  - Leadership and Systems Thinking *
  - Policy Development and Program Planning *
  - Community Engagement and Collaboration *
    - (Community Dimensions of Practice)

Oakland County Assessment

Communication Skills

Health literacy is whether a person can obtain, process, and understand basic health information and services that are needed to make suitable health decisions

Identifying the health literacy of populations you serve

	Low	Somewhat Low	Somewhat High	High	N/A
Importance to your job	○	○	○	○	○
Your personal ability	○	○	○	○	○
Your interest in additional training	○	○	○	○	○

Oakland County Assessment

Most Important Skills

1. Communicating in written and oral fashion so that clients from all backgrounds can understand
2. Describes the concept of diversity as it applies to individuals and populations
3. Communicating public health information using a variety of approaches
4. Recognizes the ways that diversity influences services, policies, programs, and the health of the community
5. Identifying the health literacy of populations you serve

Oakland County Assessment

Lowest Personal Ability

1. Describing the policies and procedures for conducting ethical research
2. Using community input for developing, implementing, evaluating, and improving policies, programs, and services
3. Engaging community members to improve health in a community
4. Using community input for developing, implementing, evaluating, and improving policies, programs, and services
5. Suggesting partnerships that can help to improve health in a community

Emergency Preparedness

- The assessment and workplan included Emergency Preparedness initiatives
- Included requirements of Emergency Preparedness grants and training requirements
- Feedback from the assessment allowed EP staff to expand training topics and reinforce yearly training requirements

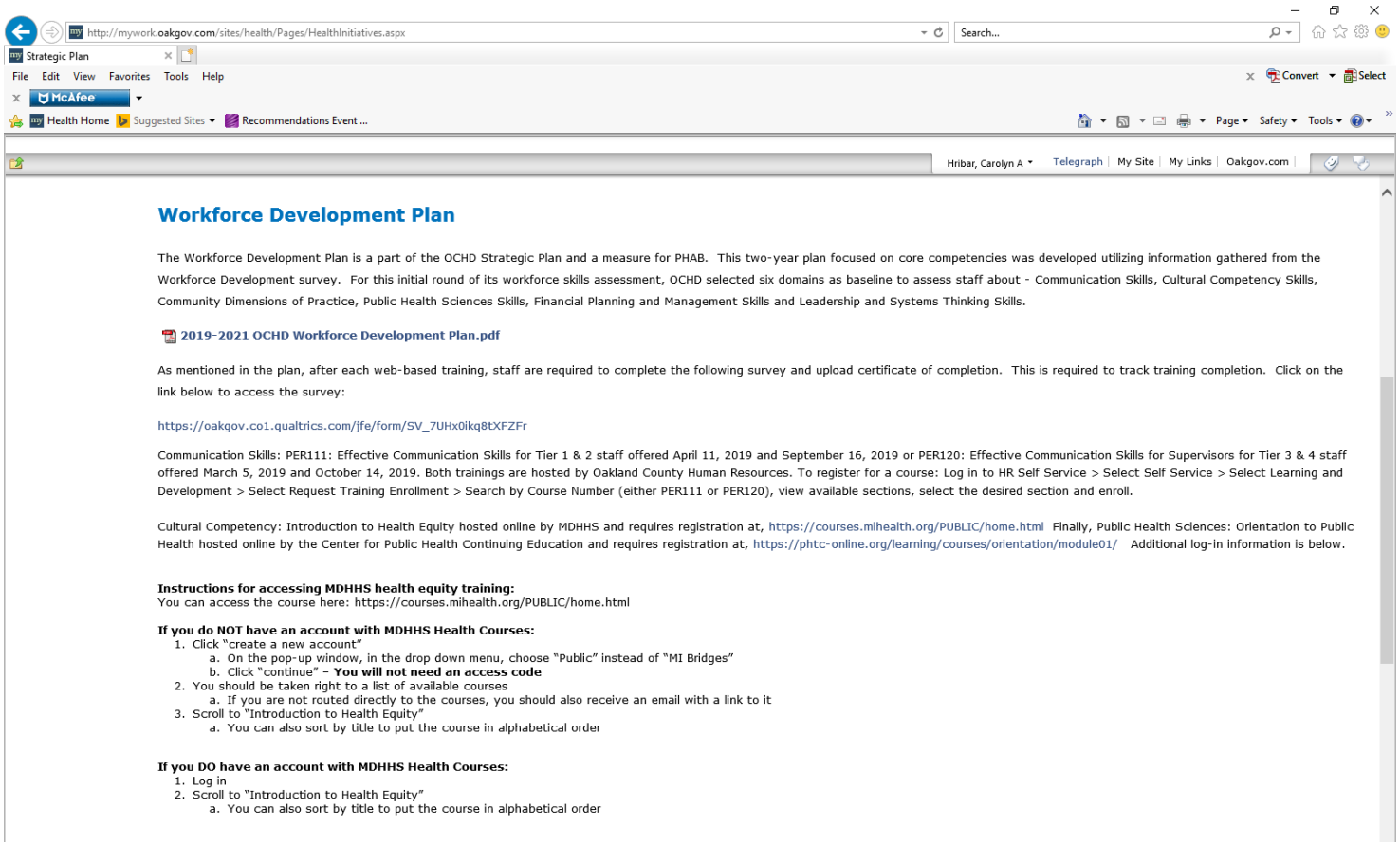
Oakland County Training Plan

- Goal 1: Develop a training plan based on the results of the Workforce Development survey completed in 2018 and reassess annually
- Goal 2: Create a plan to encourage personal and professional growth for employees beyond the core competencies, which will expand their current abilities, provide opportunities for promotion and ensure an appropriate succession plan
- Goal 3: Create a training plan for all employees based on the identified Core Competencies in the Workforce Development Survey.

Oakland County Training Plan

Topic	Learning Objectives	Target Audience	Training Provider	Schedule	Mode of Delivery
Communication Skills					
Effective Communication Skills – PER111 OR Effective Communication Skills for Supervisors – PER120	Communication breakdown continues to be one of the biggest problems in today's workplace. The goal of this course is to improve and enhance participants' interpersonal communication skills. Topics include giving clear information, effective listening, and other key skills needed to communicate effectively.	PER111 – Tier 1 & 2 PER120 – Tier 3 & 4	Oakland County Human Resources	April 11, 2019 and September 16, 2019 March 5, 2019 and October 14, 2019	Instructor Lead
Cultural Competency Skills					
Introduction to Health Equity	This course will cover the concept of health equity and the important role it plays in public health practice. The goal of this training is to provide you with terms and definitions, and to provide you with information to connect health equity to the work done by public health professionals.	All Staff	Michigan Department of Health and Human Services	Online at https://courses.mihealth.org/PUBLIC/home.html Requires registration	Computer-Based
Public Health Sciences					
Orientation to Public Health	This course provides learners with a basic understanding of the mission and functions of public health. Designed to orient newly hired support and technical staff to the field, the course consists of two parts: Part One introduces the mission and six obligations of public health and part two explains the ten essential services.	All Staff	The Center for Public Health Continuing Education (CPHCE)	Online at https://phtc-online.org/learning/courses/orientation/module01/ Requires registration	Computer-Based

Oakland County Training Plan



Workforce Development Plan

The Workforce Development Plan is a part of the OCHD Strategic Plan and a measure for PHAB. This two-year plan focused on core competencies was developed utilizing information gathered from the Workforce Development survey. For this initial round of its workforce skills assessment, OCHD selected six domains as baseline to assess staff about - Communication Skills, Cultural Competency Skills, Community Dimensions of Practice, Public Health Sciences Skills, Financial Planning and Management Skills and Leadership and Systems Thinking Skills.

2019-2021 OCHD Workforce Development Plan.pdf

As mentioned in the plan, after each web-based training, staff are required to complete the following survey and upload certificate of completion. This is required to track training completion. Click on the link below to access the survey:

https://oakgov.co1.qualtrics.com/jfe/form/SV_7UHx0ikq8tXFZFr

Communication Skills: PER111: Effective Communication Skills for Tier 1 & 2 staff offered April 11, 2019 and September 16, 2019 or PER120: Effective Communication Skills for Supervisors for Tier 3 & 4 staff offered March 5, 2019 and October 14, 2019. Both trainings are hosted by Oakland County Human Resources. To register for a course: Log in to HR Self Service > Select Self Service > Select Learning and Development > Select Request Training Enrollment > Search by Course Number (either PER111 or PER120), view available sections, select the desired section and enroll.

Cultural Competency: Introduction to Health Equity hosted online by MDHHS and requires registration at, https://courses.mihealth.org/PUBLIC/home.html Finally, Public Health Sciences: Orientation to Public Health hosted online by the Center for Public Health Continuing Education and requires registration at, https://phtc-online.org/learning/courses/orientation/module01/ Additional log-in information is below.

Instructions for accessing MDHHS health equity training:
You can access the course here: https://courses.mihealth.org/PUBLIC/home.html

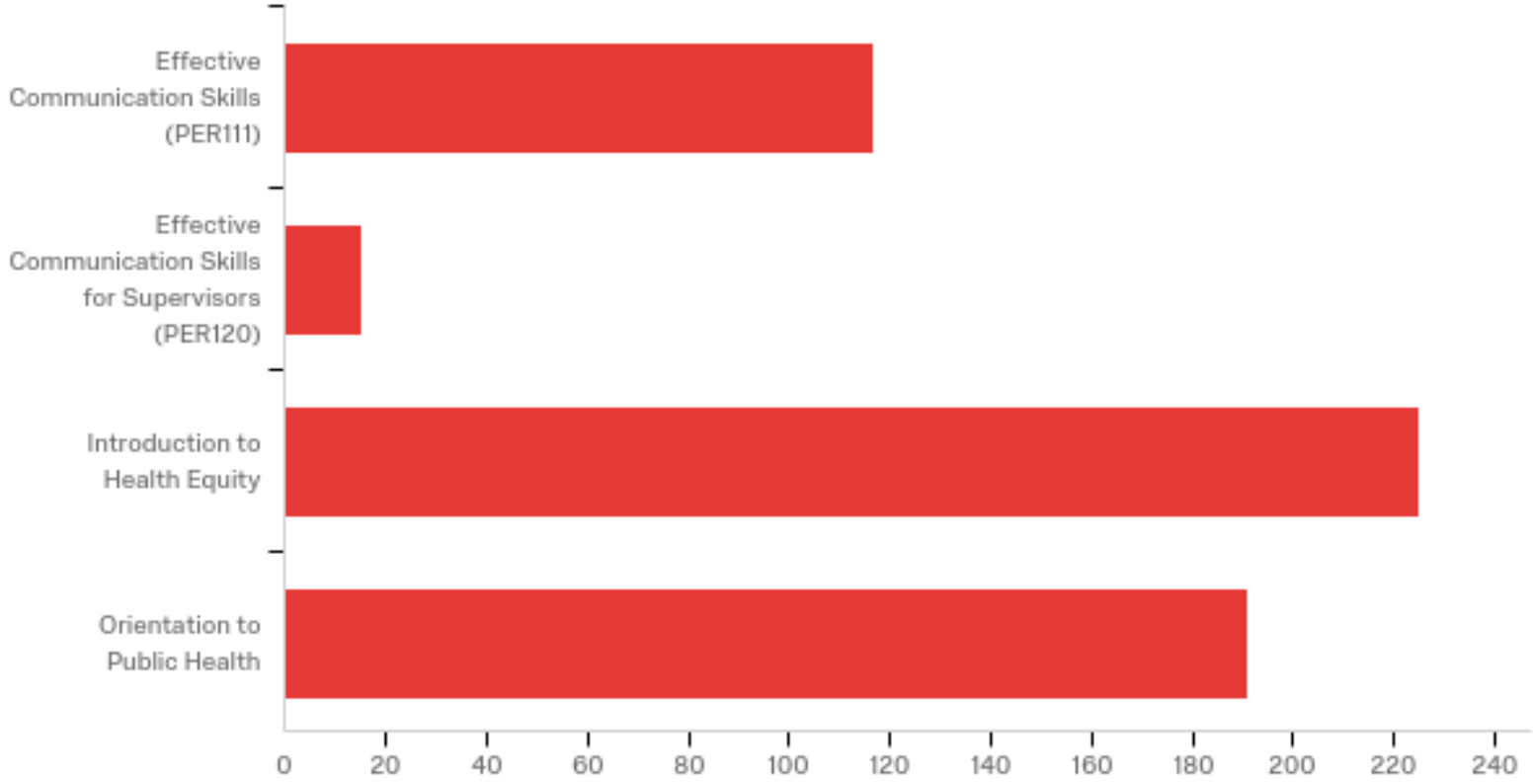
If you do NOT have an account with MDHHS Health Courses:

1. Click "create a new account"
   a. On the pop-up window, in the drop down menu, choose "Public" instead of "MI Bridges"
   b. Click "continue" – **You will not need an access code**
2. You should be taken right to a list of available courses
   a. If you are not routed directly to the courses, you should also receive an email with a link to it
3. Scroll to "Introduction to Health Equity"
   a. You can also sort by title to put the course in alphabetical order

If you DO have an account with MDHHS Health Courses:

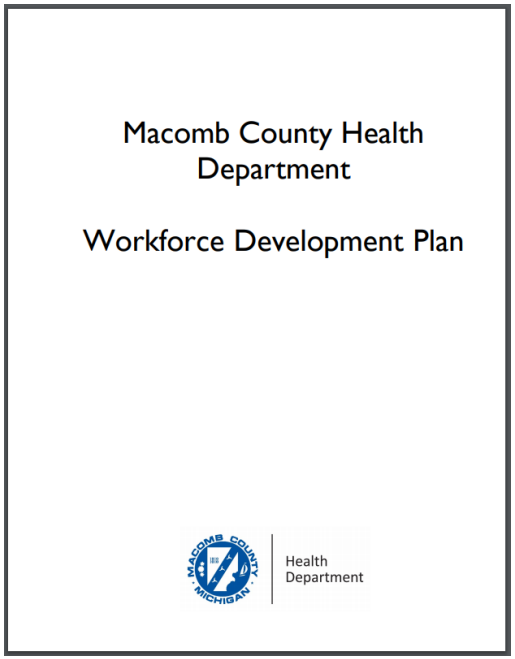
1. Log in
2. Scroll to "Introduction to Health Equity"
   a. You can also sort by title to put the course in alphabetical order

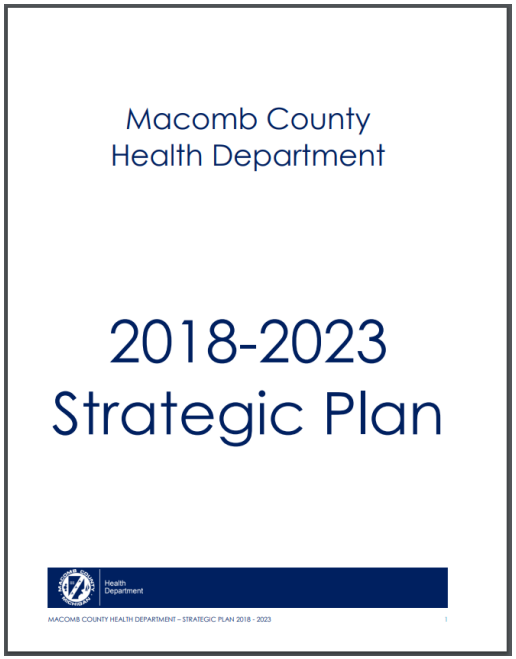
Oakland County Required Trainings



Macomb County Process

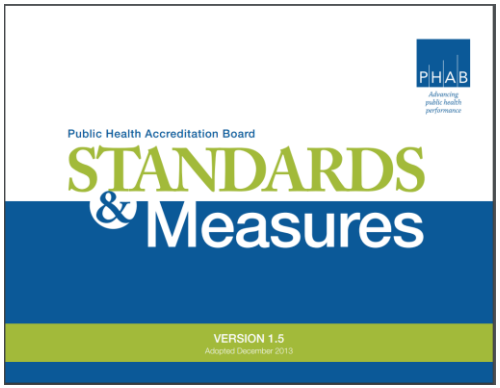
- Development
  - Alignment with strategic plan priorities

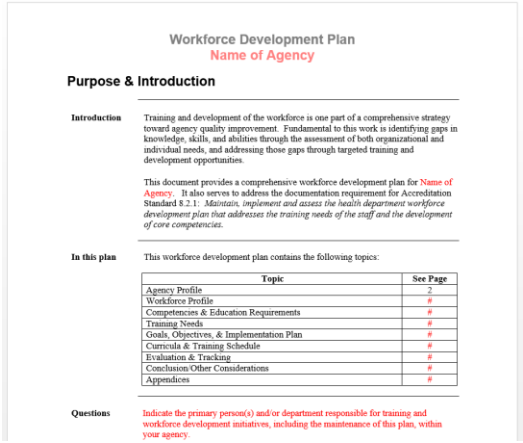




Macomb County Process

- Development cont.,
  - Alignment with strategic plan priorities
  - Review of other departments and agencies
  - PHAB





Workforce Development Plan
Name of Agency

Purpose & Introduction

Introduction

Training and development of the workforce is one part of a comprehensive strategy toward agency quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs, and addressing those gaps through targeted training and development opportunities.

This document provides a comprehensive workforce development plan for Name of Agency. It also serves to address the documentation requirement for Accreditation Standard 8.2.1: *Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies.*

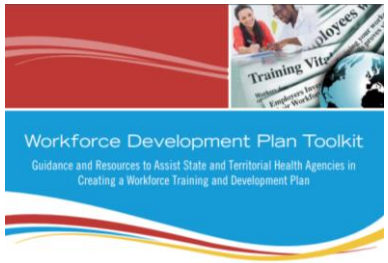
In this plan

This workforce development plan contains the following topics:

Topic	See Page
Agency Profile	2
Workforce Profile	#
Competencies & Education Requirements	#
Training Needs	#
Goals, Objectives, & Implementation Plan	#
Curricula & Training Schedule	#
Evaluation & Tracking	#
Conclusion/Other Considerations	#
Appendices	#

Questions

Indicate the primary person(s) and/or department responsible for training and workforce development initiatives, including the maintenance of this plan, within your agency.



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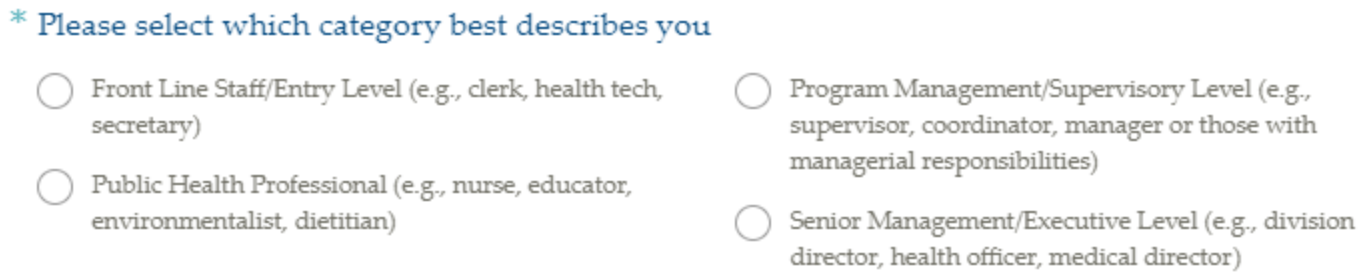
Macomb County Process

- Development cont.,
  - Staff survey
    - Reviewed staff results and comments from the previous assessment about 5 years ago.
    - Added a fourth tier



Macomb County Process

- Development cont.,
  - Staff survey
    - Adapted Council on Linkages Core Competency Assessment

* Analytical/Assessment Skills: To what degree are you able to effectively...

	None - I am unaware or have very little knowledge of the skill	Aware - I have heard of, but have limited knowledge or ability to apply the skill	Knowledgeable - I am comfortable with my knowledge or ability to apply the skill	Proficient - I am very comfortable, am an expert, or could teach this skill to others
Collect valid and reliable quantitative and qualitative data	○	○	○	○
Use quantitative and qualitative data	○	○	○	○
Describe how data is used in decision making	○	○	○	○

Macomb County Process

- Development cont.,
  - Staff survey
    - Adapted Council on Linkages Core Competency Assessment

* Cultural Competency Skills: To what degree are you able to effectively...

	None - I am unaware or have very little knowledge of the skill	Aware - I have heard of, but have limited knowledge or ability to apply the skill	Knowledgeable - I am comfortable with my knowledge or ability to apply the skill	Proficient - I am very comfortable, am an expert, or could teach this skill to others
Describe the diversity of individuals and populations in a community	○	○	○	○
Describe the effects of policies, programs, and services on different populations in a community	○	○	○	○
Describe the value of a diverse public health workforce	○	○	○	○

Macomb County Process

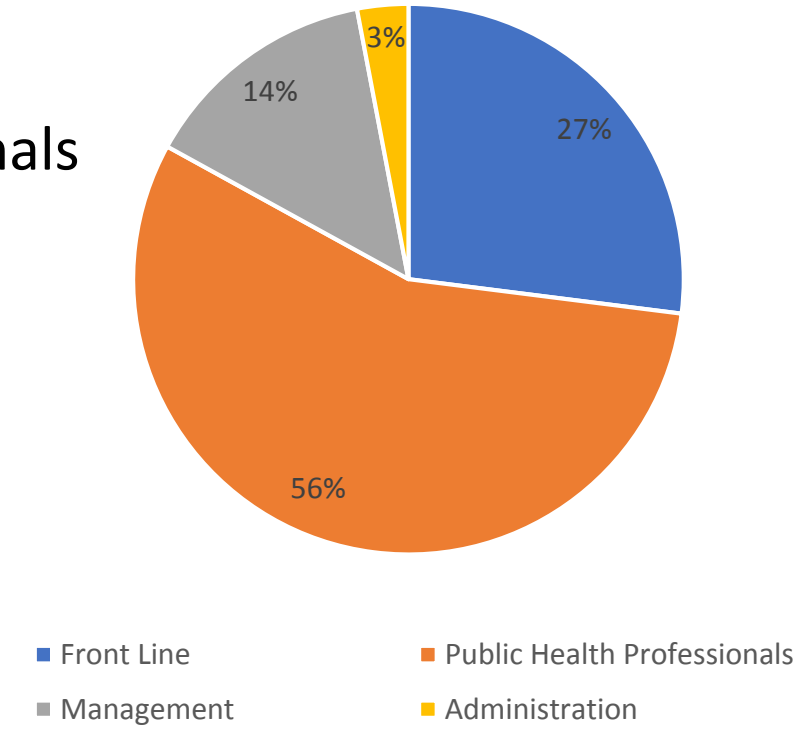
- Development cont.,
  - Core Competency Categories
  - Public Health
  - Practice

Public Health Practice: To what degree are you able to effectively...

	None - I am unaware or have very little knowledge of the skill	Aware - I have heard of, but have limited knowledge or ability to apply the skill	Knowledgeable - I am comfortable with my knowledge or ability to apply the skill	Proficient - I am very comfortable, am an expert, or could teach this skill to others
Describe the Core Competencies of Public Health	○	○	○	○
Describe the 10 Essential Services of Public Health	○	○	○	○
Describe Quality Improvement and the Plan-Do-Study-Act Cycle	○	○	○	○
Describe the MCHD Performance Management System	○	○	○	○
Discuss Public Health Laws and how they apply to MCHD	○	○	○	○

Macomb County Process

- Results
  - 27% Front Line Staff
  - 56% Public Health Professionals
  - 14% Management
  - 3% Administration

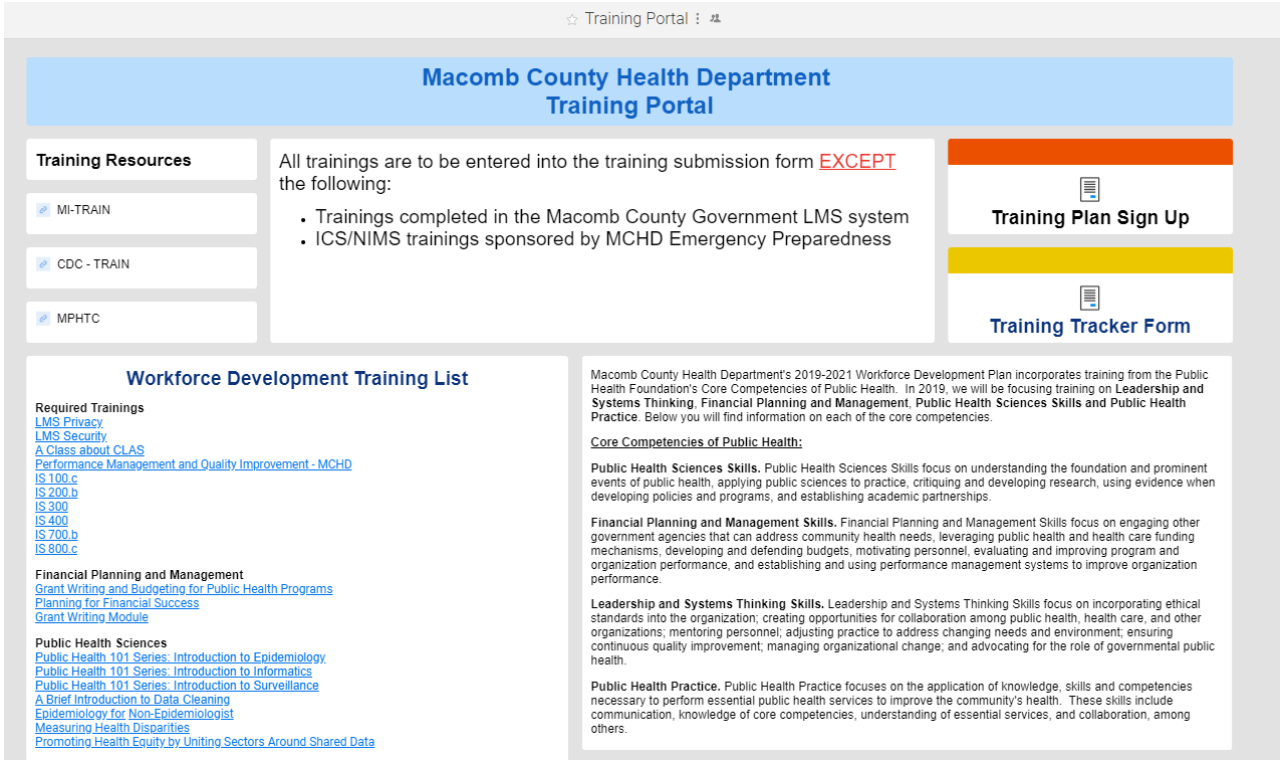


Macomb County Process

- Core Competency Selection
  - Four tracks
    - Public Health Sciences
    - Financial Planning and Management
    - Leadership and Systems Thinking
    - Public Health Practice
  - Two year rotation

Macomb County Process

- Training Portal



☆ Training Portal

Macomb County Health Department
Training Portal

Training Resources

- MI-TRAIN
- CDC - TRAIN
- MPHTC

All trainings are to be entered into the training submission form EXCEPT the following:

- Trainings completed in the Macomb County Government LMS system
- ICS/NIMS trainings sponsored by MCHD Emergency Preparedness

Training Plan Sign Up

Training Tracker Form

Workforce Development Training List

Required Trainings
LMS Privacy
LMS Security
A Class about CLAS
Performance Management and Quality Improvement - MCHD
IS 100.c
IS 200.b
IS 300
IS 400
IS 700.b
IS 800.c

Financial Planning and Management
Grant Writing and Budgeting for Public Health Programs
Planning for Financial Success
Grant Writing Module

Public Health Sciences
Public Health 101 Series: Introduction to Epidemiology
Public Health 101 Series: Introduction to Informatics
Public Health 101 Series: Introduction to Surveillance
A Brief Introduction to Data Cleaning
Epidemiology for Non-Epidemiologist
Measuring Health Disparities
Promoting Health Equity by Uniting Sectors Around Shared Data

Macomb County Health Department's 2019-2021 Workforce Development Plan incorporates training from the Public Health Foundation's Core Competencies of Public Health. In 2019, we will be focusing training on **Leadership and Systems Thinking**, **Financial Planning and Management**, **Public Health Sciences Skills and Public Health Practice**. Below you will find information on each of the core competencies.

Core Competencies of Public Health:

Public Health Sciences Skills. Public Health Sciences Skills focus on understanding the foundation and prominent events of public health, applying public sciences to practice, critiquing and developing research, using evidence when developing policies and programs, and establishing academic partnerships.

Financial Planning and Management Skills. Financial Planning and Management Skills focus on engaging other government agencies that can address community health needs, leveraging public health and health care funding mechanisms, developing and defending budgets, motivating personnel, evaluating and improving program and organization performance, and establishing and using performance management systems to improve organization performance.

Leadership and Systems Thinking Skills. Leadership and Systems Thinking Skills focus on incorporating ethical standards into the organization; creating opportunities for collaboration among public health, health care, and other organizations; mentoring personnel; adjusting practice to address changing needs and environment; ensuring continuous quality improvement; managing organizational change; and advocating for the role of governmental public health.

Public Health Practice. Public Health Practice focuses on the application of knowledge, skills and competencies necessary to perform essential public health services to improve the community's health. These skills include communication, knowledge of core competencies, understanding of essential services, and collaboration, among others.

Macomb County Process

- Training List

Workforce Development Training List

Required Trainings
LMS Privacy
LMS Security
A Class about CLAS
Performance Management and Quality Improvement - MCHD
IS 100.c
IS 200.b
IS 300
IS 400
IS 700.b
IS 800.c

Financial Planning and Management
Grant Writing and Budgeting for Public Health Programs
Planning for Financial Success
Grant Writing Module

Public Health Sciences
Public Health 101 Series: Introduction to Epidemiology
Public Health 101 Series: Introduction to Informatics
Public Health 101 Series: Introduction to Surveillance
A Brief Introduction to Data Cleaning
Epidemiology for Non-Epidemiologist
Measuring Health Disparities
Promoting Health Equity by Uniting Sectors Around Shared Data

Leadership and Systems Thinking
Barriers to Ethical Practice of Public Health
Decision Making in Public Health Ethics
The Public Health Code of Ethics
Values and Beliefs Inherent to a Public Health Perspective
Introduction to Logic Models
What is Public Health?
Logic Models and Outcome Measurement
Messaging and Advocacy for Public Health Professionals
Managing Change: The Essential Leadership Skill

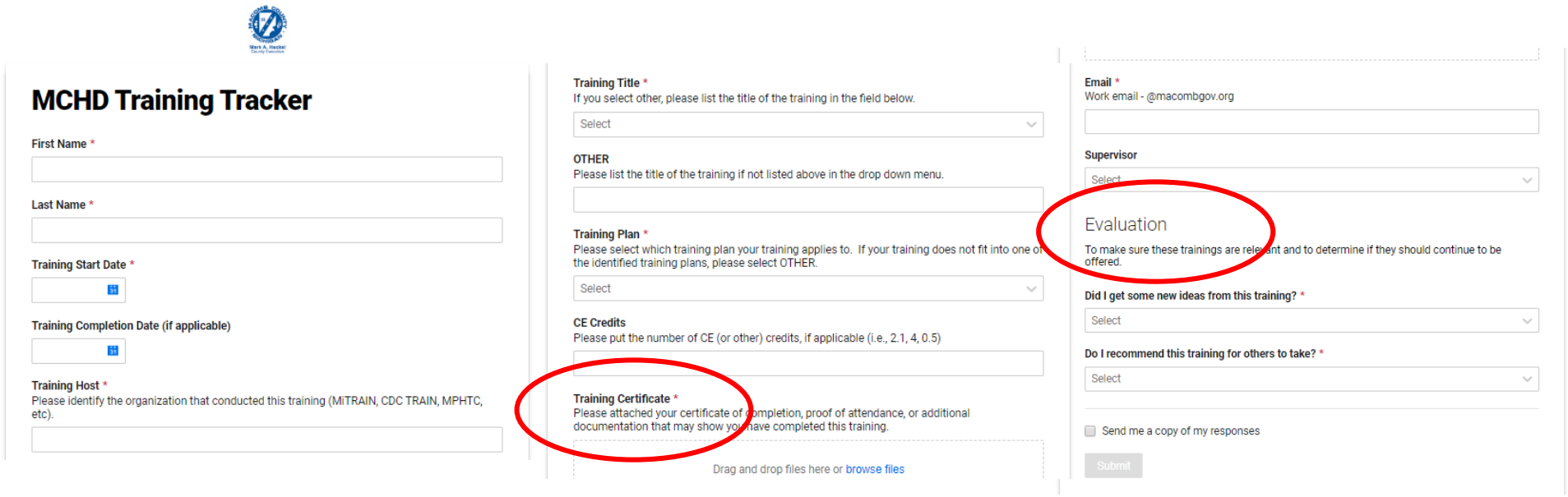
Public Health Practice
Public Health Core Functions and Essential Services
Community Facilitator Training
Assuring Engagement in Community Health Improvement Efforts
Assuring Collaboration During Implementation
Identifying Community Health Needs and Assets
Health Literacy for Public Health Professionals
Creating Easier to Understand Lists, Charts, and Graphs
Developing a Strategic Plan for Community Health Improvement
From Concepts to Practice: Health Equity, Health Inequities, Health Disparities, and Social Determinants
ACES: How Childhood Trauma Affects Health Across a Lifetime
Introduction in Quality Improvement in Public Health
Embracing Quality in Public Health
Cooperative Communication

Macomb County Process

- Required Trainings
  - New employee onboarding
  - HIPAA Privacy and Security
  - A Class about CLAS
  - Performance Management and Quality Improvement
  - NIMS/ICS

Macomb County Process

- Training Portal



MCHD Training Tracker

First Name *

Last Name *

Training Start Date *

Training Completion Date (if applicable)

Training Host *
Please identify the organization that conducted this training (MiTRAIN, CDC TRAIN, MPHTC, etc).

Training Title *
If you select other, please list the title of the training in the field below.
Select

OTHER
Please list the title of the training if not listed above in the drop down menu.

Training Plan *
Please select which training plan your training applies to. If your training does not fit into one of the identified training plans, please select OTHER.
Select

CE Credits
Please put the number of CE (or other) credits, if applicable (i.e., 2.1, 4, 0.5)

Training Certificate *
Please attached your certificate of completion, proof of attendance, or additional documentation that may show you have completed this training.
Drag and drop files here or browse files

Email *
Work email - @macombgov.org

Supervisor
Select

Evaluation
To make sure these trainings are relevant and to determine if they should continue to be offered.

Did I get some new ideas from this training? *
Select

Do I recommend this training for others to take? *
Select

Send me a copy of my responses

Submit

Other Workforce Training

- Oakland County Health Equity Training
  - Funding from Michigan Public Health Institute's Accreditation Readiness Mini-Grant
  - PHAB Measure 11.1.4

Other Workforce Training

- Macomb County: A Class about CLAS
  - Created by the Utah Department of Health
  - Applies CLAS standards to Public Health Agencies
  - PHAB Measure 11.1.4

Other Workforce Training

- Health Equity Assessment
  - Adapted from:
    - Bay Area Regional Health Inequity Initiative's (BAHRII) "Local Health Department Organizational Self-Assessment for Addressing Health Inequities"
    - National Association of Chronic Disease Directors' "Health Equity at Work: Skills Assessment of Public Health Staff"
    - National Center for Cultural Competence's "Cultural and Linguistic Competence Policy Assessment"

Other Workforce Training

- CLAS Assessment
  - Adapted from State of Massachusetts
  - Aligns with Strategic Plan priority to embrace health equity
    - Conduct an internal CLAS Assessment
  - Select staff asked to take the survey to develop a baseline

Other Workforce Training

MICHIGAN ROUNDTABLE FOR DIVERSITY AND INCLUSION

- An Introduction to Health Equity and Diversity
- Train the trainer program
- 15 staff trained as trainers
- Will roll out to OCHD employees in 2020

Lessons Learned - Oakland

- Pilot test your assessment survey with staff
- Take steps to simplify the assessment
- Test out potential required trainings with staff
- Make trainings mandatory
- Be prepared for push back!

Lessons Learned - Macomb

- Test, test, test!
- Simplify the assessment
- Better define competencies
- Provide better information on how to access online training
- Better explain step by step processes (who, what, when, where, how)
- Don’t implement two processes at once.

Next steps

MCHD

- Continued enhancement of training opportunities
  - In person
  - Staff selected
- Review of evaluation to edit current offerings
- Re-evaluate training needs assessment

OCHD

- Continue to implement strategic plan objectives
  - Job shadowing
  - Leadership training program
- Evaluate trainings & reassess staff skills
- Promote additional training opportunities by competency

Questions?