SEDGWICK COUNTY
Health Department

SEDGWICK COUNTY HEALTH DEPARTMENT

<u>WORKFORCE DEVELOPMENT PLAN</u>
2024 – 2025

CHANGES SHEET

Note: All changes made to this document are noted on this page and listed in reverse chronological order (most recent revisions at the top).

Date	Page #(s)	Type of change	Person making changes

For questions about this plan, contact Workforce Development at PHPerformance@Sedgwick.gov.

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I. EXECUTIVE SUMMARY

The mission of Sedgwick County Health Department (SCHD) is to improve the health of Sedgwick County residents by preventing disease, promoting wellness and protecting the public from health threats.

The aim is to create a work environment that treats all current and prospective employees equitably. SCHD employees' efforts are reflected in positive health outcomes in the communities they serve. Aligned with the SCHD's mission, the Workforce Development (WD) Plan augments the capabilities of the public health workforce. It does so by providing targeted training, bridging knowledge gaps, and addressing specific individual needs. This ensures that SCHD is prepared to navigate both present and forthcoming health challenges, thus amplifying its quality of service.

The SCHD WD Plan addresses the documentation needs required by the Public Health Accreditation Board's Domain 8. This domain underscores the necessity of continuously maintaining, implementing, and evaluating a workforce development strategy that centers on staff training and the development of core competencies. Discipline-specific competencies, professional license requirements, organizational culture and business practices, and staff- and supervisor-identified training needs are all relevant additional contributors to specific individualized training plans.

The Sedgwick County Health Department Workforce Development Plan was crafted by Aya Al Dujaili, Workforce Development Manager and Itress Tackett, Organizational Development Manager, in collaboration with Sonja Armbruster through Public Health Foundation contract. This plan fully updates and revises the previous Workforce Development Plan, which was implemented in 2018.

This Workforce Development Plan was approved and adopted on 04/08/2024

Adrienne Byrne, Sedgwick County Health Director

II. DEFINITIONS

Accreditation refers to the establishment of a set of standards, a process to evaluate health department performance against those standards, and recognition for departments that meet them.

Ten Essential Public Health Services: A framework for public health to protect and promote the health of all people in all communities.

Core Competencies for Public Health Professionals: Competencies that represent a nationally recognized skill set for effective public health practice. They serve as a foundation for academic and practice organizations to assess and address workforce education and training needs.

Preceptor: SCHD preceptor refers to an experienced public health professional who supervises, mentors, and provides educational guidance to students, particularly those in training roles such as interns, residents, or fellows.

Public Health Accreditation Board (PHAB) Standards and Measures Version 2022: Version 2022 standards and measures define the official criteria and documentation required for national public health department accreditation by PHAB at the time this WD Plan was adopted.

Strategic Direction: A clear and overarching goal or pathway that SCHD intends to pursue to improve health outcomes and ensure the efficient and effective delivery of healthcare services.

Workforce: All people who work at the SCHD, including management, staff, volunteers, and interns.

Workforce Development: Education, training, and skill development opportunities that ensure staff possess the necessary expertise, capabilities, and confidence to carry out their duties effectively.

WorkWell KS: A statewide initiative that provides training and resources for worksites to support staff well-being and create healthier worksites in Kansas through implementation of policies, systems, and environmental best practices.

III. AGENCY PROFILE

History and Background: SCHD was formed in 1929. In 1949, Sedgwick County and the City of Wichita Health Departments merged. In 2002, the Health Department transitioned to a County Health Department with Environmental Health remaining under the City of Wichita. SCHD works under state statutes and local codes, ensuring the health of residents in the County. SCHD is governed by the Board of County Commissioners (BoCC) who serve as the County Board of Health. The County Manager reports to the BoCC. The Health Director reports to the Deputy County Manager. SCHD achieved Public Health Accreditation from the Public Health Accreditation Board (PHAB) in 2014 and was re-accredited in 2022.

Mission: To improve the health of Sedgwick County residents by preventing disease, promoting wellness and protecting the public from health threats.

Vision: Healthy communities for healthy people.

Culture: SCHD is dedicated to fostering a culture that embraces diversity, equity, inclusion, and belonging through ongoing education.

Organizational Structure: SCHD is structured into Administration and three operational divisions: Children and Family Health, Health Protection, and Preventive Health. Refer to the Organizational Chart on page 8 for more details.

IV. AGENCY DEMOGRAPHICS

As of September 2023, SCHD consists of 147 filled positions out of 193 total full-time and part-time positions. The team boasts a variety of qualifications, including work experience, post-secondary degrees and certifications, and both licensed and non-licensed staff. The workforce also includes contract workers; community volunteers; and certificate, undergraduate and graduate student interns.

Females represent 81.25% of the workforce. The age range of staff members spans from 18 to 77 years.

SCHD takes pride in its diverse workforce, which represents a broader spectrum of races and ethnicities than the community it serves (Table 1). According to 2022 Census Data, SCHD staff represent a greater percentage of people who identify as Asian, Black African American and Hispanic or Latino than Sedgwick County as a whole.

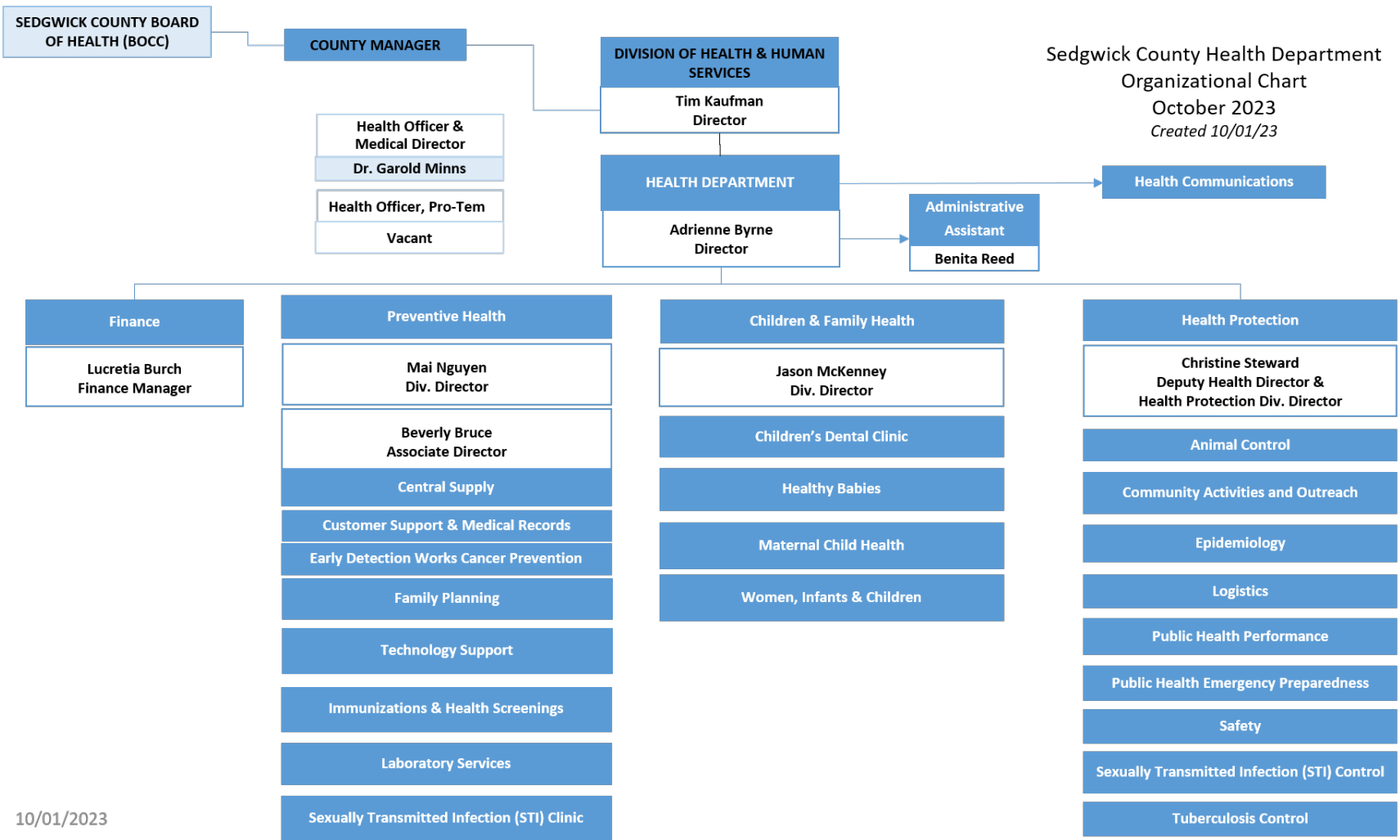| **Table 1.** Percentage of Self-reported Race among Sedgwick County Health Department (SCHD) Staff versus Sedgwick County Residents		
Race	**SCHD[1.] (N= 147)**	**Sedgwick County[2.] (N= 525,525)**
Asian	**7.6%**	4.5%
Black or African American	**11.1%**	9.3%
American Indian or Alaskan Native	**0.7%**	1.3%
White	**55.5%**	66.5%
Hispanic or Latino	**18.8%**	16.1%
Two or More Races	**4.9%**	4.1%
Other/ not-reported	**1.4%**	2.7%
1. **Source:** Sedgwick County Human Resources, September 2023. 2. **Source:** U.S. Census Bureau Quick Facts Sedgwick County, Kansas 2022 Estimate		

SCHD derives its funding from a mix of grants, local tax dollars, fees for services and insurance reimbursements, and private foundations. Of note, 29 of 193 staff positions in September were temporary, COVID-19-related grant-funded positions that end in 2024.

In September 2023, Sedgwick County Human Resources provided data indicating that 93 employees had served at SCHD for fewer than 5 years. This group includes 27 individuals hired for COVID response and recovery with positions set to conclude in 2024. The number of newer staff underscores the SCHD's need for continuous adaptation and the importance of enhancing both its workforce and the services it provides. Consequently, deliberate planning for workforce development is essential.

V. ORGANIZATIONAL CHART

Figure A is the SCHD's Organizational Chart, which illustrates the tiered structure starting from the Deputy County Manager, who also directs the Division of Public Services, and cascading down to the Health Department Director and Health Department Divisions and Programs.

Figure A SCHD Organizational Chart

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SEDGWICK COUNTY BOARD
OF HEALTH (BOCC)

COUNTY MANAGER

Health Officer &
Medical Director
Dr. Garold Minns

Health Officer, Pro-Tem
Vacant

DIVISION OF HEALTH & HUMAN SERVICES
Tim Kaufman
Director

HEALTH DEPARTMENT
Adrienne Byrne
Director

Administrative Assistant
Benita Reed

Health Communications

Sedgwick County Health Department
Organizational Chart
October 2023
Created 10/01/23
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Finance	Preventive Health	Children & Family Health	Health Protection
Lucretia Burch Finance Manager	Mai Nguyen Div. Director	Jason McKenney Div. Director	Christine Steward Deputy Health Director & Health Protection Div. Director
	Beverly Bruce Associate Director	Children's Dental Clinic	Animal Control
	Central Supply	Healthy Babies	Community Activities and Outreach
	Customer Support & Medical Records	Maternal Child Health	Epidemiology
	Early Detection Works Cancer Prevention	Women, Infants & Children	Logistics
	Family Planning		Public Health Performance
	Technology Support		Public Health Emergency Preparedness
	Immunizations & Health Screenings		Safety
	Laboratory Services		Sexually Transmitted Infection (STI) Control
	Sexually Transmitted Infection (STI) Clinic		Tuberculosis Control

10/01/2023

VI. DIVISIONS PROFILE

The SCHD is structured into Administration and three operational divisions as follows:

1. **Administration:** This division oversees and manages the organization's administrative functions, under the supervision of the Health Director. The following programs are under Administration Division:

   - **Communication:** Manages both internal and external communications, encompassing public health messaging, media relations, and community outreach.
   - **Finance:** Handles budgeting, accounting, and financial planning to ensure the efficient allocation and use of resources.

2. **Children and Family Health:** This division serves at-risk and underserved populations, focusing on providing services tailored to support the health of children, infants, and families. Children and Family Health division includes the following programs:

   - **Children's Dental Clinic:** Provides essential dental services to children without dental insurance, ensuring their oral health and well-being.
   - **Healthy Babies:** Promotes healthy pregnancies through Pre-/Inter-Conception Care, Prenatal and Parenting Health Education, Maternal Child Health, and Fatherhood. The goal is a healthy pregnancy and birth, aiming to reduce the risk of infant mortality through Project Imprint and the Fetal Infant Mortality Review.
   - **Women, Infants & Children (WIC):** Offers federal assistance for nutrition education, healthy food, and community or health referrals for eligible pregnant, breastfeeding, and postpartum women, and children under the age of five to ensure healthy growth and development.

3. **Preventive Health:** This division offers population-based and direct services to Sedgwick County residents with many services at no or low cost and or on a sliding fee scale based on income. The focus is to promote community well-being and access to health services to improve population health outcomes. The following programs are under Preventive Health division:

   - **Early Detection Works Cancer Prevention:** Provides early detection of breast and cervical cancer.
   - **Family Planning:** Offers contraceptive services and pre-pregnancy counseling.
   - **Immunization & Health Screenings:** Provides immunizations and health screening for adults and children of all ages.
   - **Sexually Transmitted Infection (STI) Clinic:** Offers testing and treatment for sexually transmitted infections.
   - **Laboratory Services:** Provides essential laboratory support for Health Department programs and external clinics.

VI. DIVISIONS PROFILE – CONTINUED

- **Technology Support:** Ensures smooth functioning of technology and information technology (IT) systems to support public health initiatives.
- **Central Supply:** Manages the supply and distribution of essential medical resources to Health Department programs.
- **Customer Support & Medical Records:** Assists clients with inquiries and check-in for clinic services and maintaining accurate medical records to support seamless service delivery.

4. **Health Protection:** This division protects and monitors the health of Sedgwick County residents, mobilizes the community around health, and ensures a high-functioning Health Department.

The following programs are under Health Protection division:

- **Animal Control:** Manages and ensures the welfare of animals in the second and third class cities within the county.
- **Community Activities and Outreach:** Engages and connects with the community at events, connecting people who need assistance to resources, promoting wellness through health education, and facilitating partner work in the Community Health Improvement Plan.
- **Epidemiology:** Investigates diseases and analyzes health patterns to track and control the spread of disease.
- **Logistics:** Handles the efficient distribution and management of resources within SCHD.
- **Public Health Performance:** Assesses and enhances the effectiveness of public health programs.
- **Public Health Emergency Preparedness:** Creates plans to ensure readiness for responding to health crises and emergencies.
- **Safety:** Promotes and enforces safety measures among SCHD staff.
- **Sexually Transmitted Infection (STI) Control:** Controls the spread of syphilis and HIV within the population through contact investigations.
- **Tuberculosis Control:** Investigates and treats cases of tuberculosis through clinical services to control its spread and ensure community health.

VII. WORKFORCE PROFILE

Within the SCHD divisions, many jobs exist, including those listed below:

- Administrative Support
- Animal Control Officer
- Billing and Accounting
- Communications
- Community Health Worker
- Community Liaison
- Customer Service Associate
- Data Analyst
- Dental Hygienist
- Disease Investigator
- Epidemiologist

- Health Educator
- Information Technology
- Lead Poisoning Prevention Specialist
- Medical Assistant
- Medical Technologist
- Nurse Practitioner
- Organizational Development
- Physician Assistant
- Registered Dietitian
- Registered Nurse
- Social Worker

Workforce Roles:

The SCHD groups various jobs from different programs or divisions based on the similarity of their day-to-day duties, ensuring a strategic alignment of workforce roles to effectively utilize team members' skills and contributions in achieving its mission. The Workforce Roles include:

1. **Client Support:**

Client Support at SCHD provides assistance and guidance to clients accessing services. These positions ensure a positive experience by addressing inquiries, scheduling appointments, and offering necessary resources. Collaborating with other departments, the positions ensure seamless service delivery and assist with administrative tasks when needed, facilitating client care and support for the client's health and well-being.

2. **Data Drivers:**

Data Drivers are responsible for managing and leveraging data to drive evidence-based decision-making to improve public health outcomes. Their primary roles include data collection, analysis, and interpretation to monitor health trends and identify areas of concern. They collaborate with various departments to ensure data accuracy and maintain data systems. Data Drivers also create reports and visualizations to communicate findings effectively and support program evaluations. Their expertise in data analytics and interpretation enables the organization to make informed decisions and develop targeted interventions for the betterment of community health.

3. **Division Directors and Program Managers:**

Playing vital leadership roles, Division Directors and Program Managers oversee SCHD divisions and programs. Their responsibilities encompass strategic planning, resource management, and interdivisional collaboration. They lead evidence-based programs, monitor outcomes, and advocate for health policies.

VII. WORKFORCE PROFILE – CONTINUED

4. Medical Staff:

Medical Staff are responsible for providing essential medical services to the community. Their primary roles encompass preventive care, diagnosis, treatment of infectious diseases, and management of various health conditions. They conduct health screenings, immunizations, and health education to promote community well-being.

5. Program Support:

Program Support provides internal assistance to SCHD programs. Their responsibilities include administrative support, data entry, and maintaining program documentation. They play a vital role in organizing events, coordinating meetings, and managing schedules. Program Support staff also assist in communication and outreach efforts, including responding to inquiries and disseminating information. They contribute to the overall efficiency of programs by ensuring smooth operations and facilitating effective collaboration among teams and stakeholders.

6. Project Specialists:

Project Specialists are responsible for managing and/or coordinating specific projects and initiatives. They develop comprehensive project plans, oversee implementation, and efficiently manage resources while proactively addressing potential risks. Project Specialists collect and analyze project data, generating regular progress reports and maintaining high-quality standards. Post-project evaluations provide insights for continuous improvement, enabling successful execution of public health initiatives that positively impact the well-being of the community.

VIII. WORKFORCE DEVELOPMENT STRUCTURE

In the SCHD, these teams and committees formed from different divisions and programs work collaboratively to contribute to workforce development efforts:

Workforce Development Team (WD Team): The newly established WD Team is composed of supervisory representatives from each workforce role. The WD Team's primary purpose is to review the WD Plan annually and make revisions when new processes are introduced. The team meets semi-annually to discuss training needs for various roles, brainstorm specific requirements, and identify areas of improvement.

Quality Improvement Team (Q-Team): The Q-Team, re-established in the third Quarter of 2023, currently includes five members from various programs within SCHD with the intention to fill all 11 spots. The primary objective of the Q-Team is to support program-level and department-wide projects. Members of the Q-Team receive formal training in QI principles, participate in monthly meetings, assist in providing technical support for ongoing QI projects, and collaborate with other SCHD staff to support a positive culture of continuous improvement throughout SCHD. Through their commitment to QI principles, the team fosters an environment for skill-building and professional growth, enabling employees to contribute to the workforce's ongoing development.

Wellness Committee: The Wellness Committee, re-established in 2022, meets monthly and includes thirteen members representing different workforce roles, divisions, and locations. The Wellness Committee oversees staff wellness-related projects through objectives that include acknowledging employee contributions and improving overall well-being. Aligned with PHAB Standards 8.2.2 A, the initiative prioritizes enhancing work-life balance and reducing staff stress. By focusing on employee needs, the committee aims to boost productivity and retention rates.

Management Team: Led by the Health Director, SCHD's Management Team is committed to executing the SCHD vision. The Management Team consists of Assistant to the Health Director, Children and Family Health Division Director, Deputy Health Director/Health Protection Division Director, Finance Manager, Health Communications Officer, Outreach and Community Activities Program Manager, Preventive Health Associate Director, and Preventive Health Division Director. The teams meet weekly to drive agency workforce development initiatives by establishing priority areas, integrating activities into Divisions and Programs, and guiding agency-wide training.

Performance Management Team: Coordinated by the Public Health Improvement Specialist and consisting of Division Directors, Program Managers, and other staff responsible for specific performance measures, the Performance Management Team develops, reports, and monitors the SCHD's goals and objectives using measurable and time-framed targets derived from organizational priority areas and the strategic plan. The team utilizes Monday.com, a project management application, to track the progress of performance measures assigned to them. These efforts align with the workforce development approach and directions.

VIII. WORKFORCE DEVELOPMENT STRUCTURE – CONTINUED

Workforce Development Roles and Responsibilities by Staff Category:

All SCHD staff should strive to comprehend workforce development initiatives and integrate methods, concepts, and tools into their daily responsibilities. Additionally, each staff member is expected to actively participate in required training sessions, collaborate on workforce development initiatives, and contribute to nurturing a professional environment that emphasizes staff satisfaction and continuous improvement.

Table 2 outlines the roles and responsibilities related to workforce development that are assigned to various staff categories within SCHD.

Table 2: Workforce Development Roles and Responsibilities by Staff Categories	
Staff Type	**Roles & Responsibilities**
Director, Deputy Director, Division Directors	- Provide visionary leadership for the department's vision, mission, strategic plan, and direction concerning workforce development initiatives. - Cultivate a learning-centric environment and champion a culture of self-driven professional growth.
Program Managers (PM) & Supervisors	- Collaborate with staff to assess performance evaluations, identifying areas for development. - Facilitate the seamless integration of staff into their respective programs and departments. - Set a positive example by actively pursuing continuous learning and seeking out opportunities for self-improvement. - Encourage and support staff participation in optional training sessions that align with their roles.
Workforce Development Manager (WDM)	- Create the Workforce Development Plan. - Execute all associated training and requirements related to the Workforce Development Plan. - Oversee assessment outcomes. - Track trends to ensure the effectiveness and success of the Workforce Development Plan.
All Staff	- Collaborate with supervisors to identify personalized development pathways during performance evaluations. - Fulfill attendance requirements for all mandatory training sessions. - Actively seek out training opportunities aligned with personal and professional goals with guidance from supervisors. - Maintain records of completed training activities.

IX. WORKFORCE DEVELOPMENT GUIDING FRAMEWORK

The SCHD created the Workforce Development Plan to cultivate a proficient present and future public health workforce by equipping staff with the essential training and guidance to execute public health programs and services. The plan identifies, coordinates, and provides tailored training and development opportunities on both organizational and individual levels. Achieving this involves conducting assessments and analysis of staff-identified development needs and job satisfaction outcomes. Assessment responses enable SCHD to:

- Identify gaps, prioritize, and cultivate training prospects for the SCHD workforce.
- Stimulate staff reflection on the strengths of public health professionals.
- Determine areas where staff may need additional training.

For its framework, the SCHD utilizes the PHAB Domain 8 standards, the 10 Essential Public Health Services, and the National Core Competencies for Public Health Professionals (Core Competencies).

- There are two specific workforce development-related standards in PHAB's Domain 8. Measure 8.1 is "Encourage the development and recruitment of qualified public health workers." Measure 8.2 is "Build a competent public health workforce and leadership that practices cultural humility."
- The 10 Essential Public Health Services framework provides a comprehensive approach to enhance and guide public health practice. It emphasizes the development of a diverse and skilled public health workforce as a key component.
- The Core Competencies are a product of the Council on Linkages between Academia and Public Health Practice with the input of numerous public health professionals across the country. The Core Competencies are a set of competencies designed to reflect foundational or crosscutting knowledge and skills for all public health professionals, whether they are engaged in public health practice, education, or research. Established in 2001, the Core Competencies support workforce development activities across the country, often in conjunction with discipline-specific competencies.

IX. WORKFORCE DEVELOPMENT GUIDING FRAMEWORK - CONTINUED

The PHAB standards and SCHD's operational strategies are rooted in the dynamic framework of the 10 Essential Public Health Services wheel (Figure B). This pivotal structure guides the SCHD's initiatives, programs, and interventions, ensuring a comprehensive approach that amplifies the impact of public health endeavors. By closely aligning with each essential service, SCHD's actions revolve around the core principle of equity, fostering a healthier, more resilient community through targeted effectiveness.

Figure B [The 10 Essential Public Health Services](#)
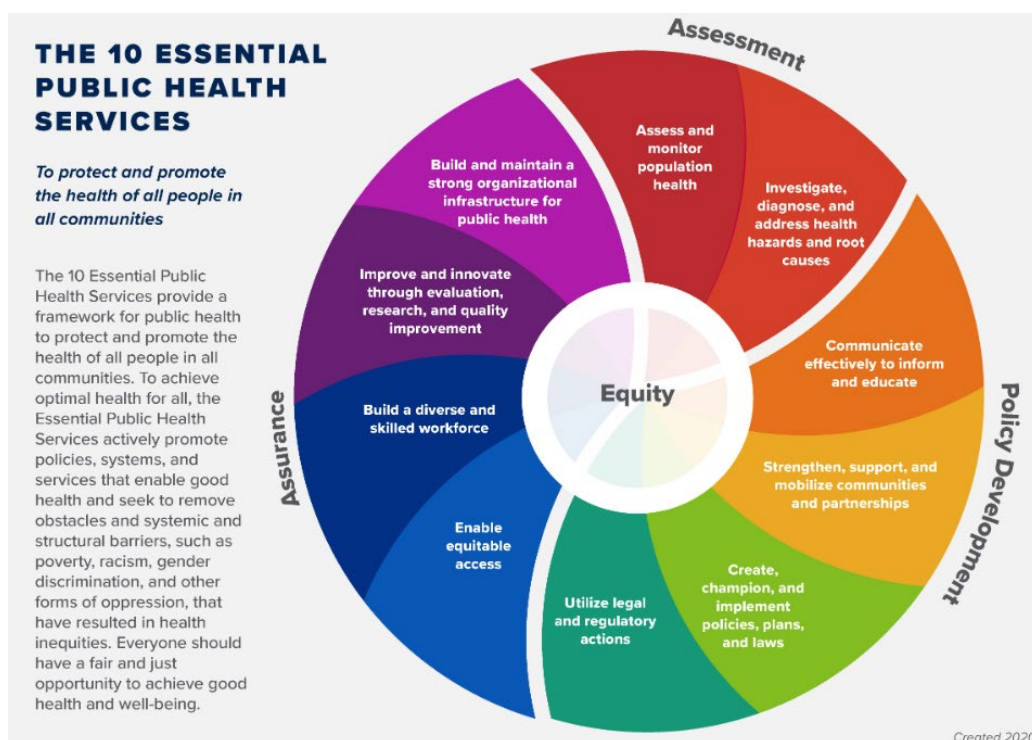
In alignment with the 10 Essential Public Health Services, the SCHD shapes its professionals' skills based on the Core Competencies for Public Health Professionals. These competencies constitute a collective framework of dynamic knowledge and skills for comprehensive public health practice, supporting the expertise required for professionals involved in public health practice, education, and research. Structured in eight domains, each covering 7 to 16 competencies, the Core Competencies establish a foundation for enhancing the SCHD public health workforce. These domains include:

1. Analytical/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

X. WORKFORCE DEVELOPMENT AND STRATEGIC PLAN

The workforce development initiatives in this plan fit into one or more of the Strategic Directions of the SCHD Strategic Plan 2022 – 2026 outlined in Table 3 below.

Table 3: SCHD Strategic Directions.			
Strengthen a Skilled and Innovative Workforce	**Promote & Sustain a Positive Work Culture**	**Improve Communication & Collaboration**	**Maximize Partnerships**
▪ Provide professional development for in-person skills ▪ Provide technical training	▪ Attract & retain high quality employees ▪ Update internal hiring process	▪ Improve bi-directional internal communication ▪ Establish communication and collaboration between programs	▪ Establish strategic communication with and between partners ▪ Modernize community communication

While workforce development is primarily associated with the first Strategic Direction, the identified initiatives and trainings also enhance other Strategic Directions. As such, the Workforce Development Plan plays an important role in furthering the objectives of the SCHD's Strategic Plan.

1. **Strengthen a Skilled and Innovative Workforce:** This goal centers on the continuous enhancement of staff capabilities, ensuring that SCHD stays abreast of the latest trends and best practices in public health. SCHD aims to offer regular training sessions, workshops, and seminars that not only refine existing skills but introduce novel methodologies and innovative thinking. This approach ensures that SCHD remains at the forefront of public health initiatives, equipped with a team that is both knowledgeable and adaptive.

2. **Promote & Sustain a Positive Work Culture:** Recognizing that a motivated and satisfied workforce is integral to delivering optimal services, SCHD emphasizes the importance of fostering a conducive, inclusive, and positive work environment. This involves regular feedback loops, employee recognition programs, and team-building activities. By ensuring that every team member feels valued and heard, SCHD aims to boost morale, reduce turnover, and promote productivity.

X. WORKFORCE DEVELOPMENT AND STRATEGIC PLAN - CONTINUED

3. **Improve Communication & Collaboration:** Effective communication forms the backbone of seamless operations. SCHD focuses on enhancing both internal and external communication channels. This includes refining intra-departmental communication processes, promoting open dialogues, and establishing platforms for inter-departmental collaboration. Such efforts ensure a free flow of ideas, quicker problem resolution, and a cohesive approach to addressing challenges. Workforce development provides training and support to make progress on this Strategic Direction.

4. **Maximize Partnerships:** This goal emphasizes building and fortifying relationships with external stakeholders, community groups, and other health organizations to collaborate on projects that extend beyond the confines of SCHD. Workforce development offers essential training and resources to advance this Strategic Direction.

XI. WORKFORCE DEVELOPMENT INITIATIVES

Throughout 2024 and 2025, SCHD will combine its efforts across various projects to build a skilled workforce, enhancing future workforce performance and cultivating a culture of continuous improvement.

Capacity Building Assessment: In 2023, SCHD conducted a comprehensive Capacity Building Assessment, primarily evaluating workforce roles and services. This involved a detailed comparative analysis of data from the Johnson County Health Department in Kansas, a health department of similar size. The assessment's objective was to strengthen local public health services through a thorough review of the organizational structures and services in both departments. For detailed findings from this 2023 assessment, refer to Appendix A.

Core Competency Workshops: In the second quarter of 2023, SCHD partnered with the Public Health Foundation to organize and implement a series of Core Competency workshops tailored to correspond with SCHD workforce roles. These workshops were conducted to prioritize which competencies are relevant to each role.

Diversity, Equity, Inclusion & Belonging (DEIB): SCHD is committed to ensuring equitable access to quality services for all. Through ongoing education, advocacy, and collaboration, SCHD works to create a future in which every community member has equal opportunities for positive health outcomes. In 2024, SCHD further implement a DEIB plan that began in 2023 with staff training and awareness. Further training in 2024 will increase awareness, promote health equity advancement within SCHD among both staff and clients, and engage in collaborative efforts with partners.

Future Public Health Workforce: SCHD has a rich history of offering internships, work experiences, and capstone projects to students across academic levels, including undergraduate, graduate, and post-graduate programs. SCHD collaborates with local academic institutions to provide valuable student opportunities to further the education of future healthcare workforce. The students extend the capacity of the SCHD to complete projects, provide external perspectives about SCHD's work from the students and their academic mentors, and develop supervisory skills among SCHD staff. To streamline the process, SCHD has an efficient online application system. Eligible candidates must be currently enrolled students in schools with an existing Affiliation Agreement with the SCHD. These Affiliation Agreements ensure a strong partnership between the SCHD and schools.

In 2023, SCHD created a new Affiliation Agreement template. In 2024, SCHD will complete an evaluation of the student onboarding process to increase its efficiency. Efforts are underway by the SCHD Workforce and Equity Specialist to refine the Preceptor/Student Intake Manual by first quarter of 2024. Updates to this manual will streamline the process of student intakes, the procedure of pairing students with preceptors, and the documentation of internship hours and projects completed to demonstrate collaboration and contribution to the future public health workforce.

XI. WORKFORCE DEVELOPMENT INITIATIVES - CONTINUED

Performance Management: Performance Management plays a crucial role in workforce development. It uses performance measures and standards to set targets and goals, allocate resources, inform decision-makers about necessary adjustments, and enhance the quality of public health outcomes. In 2023, SCHD revised workforce-related performance measures and continues to evaluate these measures' ability to gauge the success of the Workforce Development Plan.

Quality Improvement (QI): During the implementation of the SCHD 2023-2025 QI Plan, staff will learn QI tools and the Q-Team will assist SCHD staff in formal QI projects. Both will lead to a culture of quality improvement throughout SCHD.

Staff Recognition: The Sedgwick County policy on employee recognition aims to encourage and acknowledge outstanding accomplishments in all areas and job functions. The policy recognizes achievements that contribute to the overall objectives, success, and mission of Sedgwick County.

In the third quarter of 2023, Sedgwick County recognized outstanding employees through awards in Trust, Integrity, Collaboration, Compassion, and Innovation. SCHD proudly had eight employees who received these awards after being nominated by other SCHD staff members. In addition to these specific recognition awards, Sedgwick County annually honors employees for their years of dedicated service, including milestones at 5, 10, 15, 20, 25, 30, 35, and 40 years. In 2023, 15 SCHD employees were recognized for their years of service.

In 2024, as part of the SCHD Strategic Plan tasks, the SCHD Management Team will assess SCHD's staff recognition program, using specific questions on the workforce satisfaction survey to guide the work.

Staff Wellness: SCHD prioritizes staff wellness, aligning with PHAB standards 8.2.2 A and B, and understands its role in nurturing a culture of well-being. SCHD annually develops and updates a Wellness Operational Plan to guide wellness activities throughout the year. These activities cover various topics that address employees' physical, mental, and emotional health.

In 2023, wellness related policies were reviewed and updated. The newly written 2024 Wellness Operational Plan is designed to enhance staff's quality of life, job satisfaction, engagement, and productivity. The Plan includes recognizing staff accomplishments and fostering a sense of community and inclusion. This comprehensive approach highlights SCHD's commitment to employee well-being.

XI. WORKFORCE DEVELOPMENT INITIATIVES - CONTINUED

Talent Lifecycle: This refers to the entire sequence of processes a SCHD employee experiences within the organization, starting with recruitment and hiring, and leading to onboarding and integration to the role. In 2023 and 2024, SCHD is closely collaborating with County Human Resources to revamp the SCHD talent lifecycle process.

Actions taken in 2023 included:

- SCHD reviewed and revised all job descriptions, aiming to broaden the talent pool by setting less restrictive qualifications that are more aligned with the positions and by more effectively communicating the job roles and the mission to attract qualified candidates.
- Human Resources restructured and standardized the County interview process to promote fairness and ensure legal compliance.
- SCHD introduced a long New Employee Orientation (NEO) training, covering organizational insights and compliance to facilitate a smooth integration of new hires into their roles. Additionally, a 30-Day New Employee Follow-up Survey was implemented to gather feedback and evaluate new hires' satisfaction with the onboarding process and their successful integration.
- SCHD engaged in recruitment activities with community partners, which included:
  - Participation in monthly roundtables at the Veterans Affairs (VA) Medical Center in Wichita to facilitate the matching of potential veteran candidates with suitable open SCHD positions.
  - Collaboration with Wichita Unified School District to take part in their annual Career Day for students exploring future career options.
  - Collaboration with Wichita Workforce Center to disseminate monthly updates about open SCHD positions to a diverse pool of candidates.
  - Coordination with Sedgwick County Human Resources to ensure all SCHD job postings are featured on Sedgwick County's social media accounts.

Planned actions for 2024:

- Introduce a new employee evaluation process and update the written hiring process by SCHD and Human Resources.
- Explore new strategies to attract diverse applicant pools for SCHD positions and continue collaborating with partners on recruitment efforts from 2023.
- Advertise in the community where SCHD is located, an area known for its ethnic and cultural diversity.

XII. SCHD ASSESSMENTS AT-A-GLANCE

To obtain the most accurate data for shaping the WD Plan, the SCHD conducts periodic surveys (Table 4). The WDM gathers data from each assessment, which are used to identify gaps, address issues, drive future changes, and foster continuous growth.

Table 4: SCHD Workforce Development Assessments

Assessment	Frequency	Audience	2023 Completion date(s)	2024 Completion date(s)
Core Competency Assessment	**Annually** Third Quarter	All SCHD staff members	The survey was open from July 8 to 18. See page 25 for access to the detailed implementation and results of the 2023 Core Competency Assessment	*Placeholder for 2024 completion dates*
Purpose:	This core competency assessment identified training needs associated with the prioritized competencies established during the workshops. Afterward, the assessment played a pivotal role in formulating a comprehensive training plan.			
Assessment	Frequency	Audience	2023 Completion date(s)	2024 Completion date(s)
DEIB	**Annually** Second Quarter	All SCHD staff members	The DEIB 2023 assessment was conducted in May. A follow up survey will be conducted upon completion of all modules. See page 26 for access to the detailed implementation and results of the 2023 DEIB Assessment	*Placeholder for 2024 completion dates*
Purpose:	The new SCHD DEIB Survey provides a baseline for SCHD's current orientation around DEIB components. Once all the modules and sessions have concluded, a follow-up survey will evaluate the knowledge acquired from the DEIB modules.			

XII. SCHD ASSESSMENTS AT-A-GLANCE - CONTINUED

Assessment	Frequency	Audience	2023 Completion date(s)	2024 Completion date(s)
Onboarding **New Staff 30 Day Follow-up**	**One time** 30 days after the long New Employee Orientation (NEO) training	SCHD new staff	Conducted 30 days after long NEO was held. See page 27 for access to the detailed implementation and results of the 2023 Onboarding Assessment	*Placeholder for 2024 completion dates*
Purpose:	This survey collects data on the impact and effectiveness of QI learning opportunities provided during the long NEO training at SCHD, assesses information retention, identifies QI project opportunities, and pinpoints areas for adjusting onboarding training initiatives to enhance retention rates and strengthen a skilled and innovative workforce.			
Assessment	Frequency	Audience	2023 Completion date(s)	2024 Completion date(s)
Student Surveys	**One time** **Initial:** At the start of the student's program **Exit Survey:** After the student completes the program	SCHD Students/interns	The survey was conducted three times in 2023; in May, August and September. See page 28 for access to the detailed implementation and results of the 2023 Student Surveys	*Placeholder for 2024 completion dates*
Purpose:	Initial and exit student surveys assess the students' experiences and knowledge about public health and SCHD services at two key points - at the start of their program/course and upon its completion. This survey enhances the effectiveness and impact of the program/course offered.			

XII. SCHD ASSESSMENTS AT-A-GLANCE - CONTINUED

Assessment	Frequency	Audience	2023 Completion date(s)	2024 Completion date(s)
Workforce Satisfaction Survey	**Annually** Month of December	All SCHD staff members	The survey was open from December 14, 2022, to January 3, 2023. See page 29 for access to the detailed implementation and results of the 2023 Workforce Satisfaction Survey	*Placeholder for 2024 completion dates*
Purpose:	This survey evaluates employee satisfaction concerning diverse job roles, responsibilities, work environments, burnout concerns, and training needs. The insights derived from the survey help identify areas for improvement that are integrated into the Workforce Development Plan as actionable strategies.			
Assessment	**Frequency**	**Audience**	**2023 Completion date(s)**	**2024 Completion date(s)**
WorkWell KS	**One time** **Pre:** First Quarter 2023 **Post:** First Quarter 2024	All SCHD staff members	The initial survey was conducted in September 2022. See page 30 for access to the detailed implementation and results of the 2023 WorkWell KS	*Placeholder for 2024 completion dates*
Purpose:	The WorkWell KS wellness survey developed by the University of Kansas School of Medicine - Wichita focuses on improving well-being and performance, reducing stress, and potentially lowering healthcare costs with a follow-up assessment post-implementation.			

XII. 2023 ASSESSMENTS IN-DEPTH: CORE COMPETENCY

In July 2023, the Public Health Core Competency Assessment was conducted, subsequent to the Core Competency Workshops. The insights gained from this assessment will guide SCHD in creating tailored training programs that address specific competency gaps, with a focus on the most critical areas relevant to each job role.

Below is a high-level summary of the key findings from the assessment for each job role, emphasizing the areas where staff indicated the most significant need for training.

- **Client Support:** Communication with internal and external audiences.

- **Data Drivers:** Analyzing quantitative and qualitative data.

- **Division Director and Program Manager:** Using quantitative and qualitative data and securing and managing financial resources.

- **Medical Staff:** Responding to emerging needs, recognizing diversity, communication with internal and external audiences, and applying critical thinking.

- **Program Support:** Critical thinking and implementing policies, programs and services.

- **Project Specialists:** Communication with internal and external audiences.

While the Core Competencies for Public Health are a consensus set of knowledge and skills for the broad practice of public health, this is only one component for driving training plans.

The report included in Appendix B outlines the findings and recommendations of the Public Health Core Competency Assessment conducted for the SCHD in relation to SCHD's workforce development planning efforts.

XII. 2023 ASSESSMENTS IN-DEPTH: DEIB

Recognizing that equity is at the core of the 10 Essential Public Health Services, SCHD launched a comprehensive two-part DEIB assessment and five introductory DEIB modules in 2023. The SCHD DEIB assessment and modules are integral to the organization's workforce strategy to recognize, value and champion diverse voices and experiences throughout the SCHD.

The strategy encompassed a comprehensive DEIB baseline assessment for all staff coupled with a series of DEIB modules. These initiatives gauged staff understanding and attitudes towards DEIB principles. The assessment results identified key areas requiring further discussion and enhancement within the DEIB framework. By the end of 2023, four of the planned five DEIB modules were successfully delivered. These modules form a key part to the DEIB plan, addressing both intercultural dynamics and monocultural perspectives, laying the groundwork for a more inclusive and understanding workplace culture.

Within the DEIB Plan, the modules are structured as a series of introductory components to DEIB to build progressive understanding and engagement in these areas. Module Five, scheduled for 2024, will introduce more advanced concepts and encourage deeper discussions. This module will be followed by sessions that focus on specific topics, providing detailed talking points and facilitating a more nuanced exploration of DEIB issues. These sessions address the evolving needs and feedback from the staff, ensuring a comprehensive and dynamic approach to fostering an inclusive workplace culture.

Upon the completion of all modules and sessions, a follow-up survey will assess the knowledge gains from these modules and to further inform SCHD's ongoing commitment to DEIB.

The findings of the 2023 DEIB Assessment are presented in greater detail within Appendix C.

XII. 2023 ASSESSMENTS IN-DEPTH: ONBOARDING

The New Staff 30 Day Follow-up Survey plays a vital role in SCHD's onboarding process. Conducted thirty days after SCHD Long New Employee Orientation (NEO), it evaluates new hires' retention and understanding of the material presented during the orientation and their overall satisfaction with the onboarding process. The responses to the survey are anonymous, and participation is at the staff's discretion. As of October 2023, 40 new staff members at SCHD were eligible to participate in the survey. Out of these, 30 completed the survey, offering positive feedback about the current SCHD onboarding process. This positive feedback has reinforced the onboarding efforts and helped to streamline the processes.

This survey enables SCHD to assess the ease of completion for Public Health Preparedness trainings, gauges the effectiveness of the initial quality improvement training provided during long NEO, collects feedback on the Supervisor New Employee Orientation Checklist (SNEOC) form, and measures the overall satisfaction with the onboarding process.

Satisfaction with the overall onboarding process is a crucial metric in the survey and is incorporated into the SCHD Performance Measures. This measure aims to maintain an average score of 4 out of 5 on a Likert scale on the 30-day onboarding survey question, "How satisfied are you with SCHD onboarding?" As of October 2023, 16 respondents completed this question. In the first quarter, the report indicated a cautionary rating with a Likert scale average of 3.7. The average rating improved to 4.13 in the second quarter and further improved in the third quarter to 4.6. SCHD can attribute at least part of this improvement to the mindful Talent Lifecycle work completed in 2023 (*see Page 20 of this document*). This input is crucial for SCHD as it strives to continuously optimize its onboarding and training procedures

XII. 2023 ASSESSMENTS IN-DEPTH: STUDENT SURVEYS

SCHD nurtures the future public health and health care workforce. The range of work is diverse — from clinical rotations to Master of Public Health capstone projects. Students' interests are paired with preceptors whose experience and expertise are best suited to their needs.

Upon completion of the student's tenure, SCHD provides a Student Exit Evaluation to assess their experience. This evaluation includes questions regarding the interns' comprehension of SCHD services, the outcomes of their projects, how their projects benefited the Health Department, and the extent to which the internship enhanced their knowledge of public health competencies. Additionally, the evaluation determines if the internship met the student's expectations, seeking input on both the positives and the areas of improvement.

As of September 30, 2023, two students completed the survey. The feedback from these two students resulted in an overall 100% satisfaction of their experience with SCHD. The students also reported that they increased their public health competency knowledge and their understanding of the department's services and initiatives. The 100% exceeded the expected Performance Measure goal of 80%.

Although the students provided positive feedback and did not highlight any issues, the SCHD remains committed to ongoing improvement. The SCHD Workforce and Equity Specialist is currently working to revise the Preceptor/Student Intake Manual, aiming to complete this task by the first quarter of 2024.

XII. 2023 ASSESSMENTS IN-DEPTH: WORKFORCE SATISFACTION

The SCHD acknowledges the importance of employee satisfaction in maintaining a productive and engaged workforce. To that end, staff participate in an annual Staff Satisfaction Survey every December. The 2022 survey was accessible from December through mid-January, receiving an 81% response rate with 162 out of 199 employees participating.

The survey data functions as a compass, guiding the SCHD toward targeted improvements that can significantly influence retention rates, staff satisfaction, and resource allocation to better address employee needs. The survey highlighted the following strengths:

- 155 (95%) of 162 respondents indicated understanding how their job fits within the mission of the organization.
- 110 (79%) of 140 respondents reported having the tools needed to do their job.
- 102 (73%) of 140 respondents reported receiving constructive feedback that helps them improve their performance.
- 106 (79%) of 134 respondents indicated that their preferred method of recognition is during one-on-one meetings with supervisors.

Additionally, the survey pointed out the following areas needing improvement:

- **Communication:** Out of 134 respondents, 34 reported issues with communication both with their supervisors and among staff members. This suggests a need for better communication channels between staff, supervisors, and leadership. To address this, one of SCHD's Strategic Goals is to implement an Outlook calendar "open door" schedule. This schedule allows supervisors to set specific times to connect with staff, aiming to improve employee-supervisor relationships and foster trust. Furthermore, Effective Communication training is included in the 2024 training plan.

- **Diversity, Equity, Inclusion and Belonging (DEIB):** Out of 133 respondents, 5 highlighted concerns regarding workplace culture, particularly the lack of appropriate action when issues arise and a perceived inequality in treatment and recognition. While this number is relatively small, it nonetheless underscores the importance of implementing targeted interventions within the DEIB Plan to cultivate a respectful, inclusive, and equitable working environment.

In response to the survey findings and the areas identified for improvement, SCHD launched targeted training plans designed to improve bi-directional internal communication, fostering clear and efficient exchange of information between staff, supervisors, and leadership. SCHD aims to create an inclusive environment that enriches employee experiences and promotes a positive atmosphere. *See more details about the training plan in Page 31.*

A comprehensive breakdown of the 2023 Workforce Satisfaction Survey results can be found in Appendix D.

XII. 2023 ASSESSMENTS IN-DEPTH: WORKWELL KS

In 2022, SCHD partnered with the University of Kansas School of Medicine - Wichita's (KUMC-W) WorkWell KS program to administer the WorkWell KS Individual Well-Being Baseline Assessment. Seventy-eight percent of SCHD employees completed the Well-Being Assessment. KUMC-W produced an aggregate-level analysis of the responses from SCHD employees. This analysis served as a resource for the SCHD's Wellness Committee and Management Team when selecting, planning, and implementing well-being strategies. The intent behind these strategies is to positively impact employees' self-reported stress levels, their resilience, and their perceptions of organizational support.

The report highlighted the following concerns:

- Elevated stress levels among SCHD staff.
- Medium levels of organizational support.

In response to these findings, initiatives from WorkWell KS were adopted, and a comprehensive Wellness Plan was devised to enhance employee well-being. This encompasses measures like employee recognition and wellness activities aimed at bolstering both mental and physical health.

Each month, SCHD introduces wellness challenges and activities designed to spotlight a specific theme such as emotional wellness, nutritional education, physical activities, joint health, food and mood, and more. The wellness committee develops educational content and organizes activities related to these themes. Rewards for participation promote a culture of engagement, team building, and learning.

To examine the 2023 WorkWell KS results more thoroughly, see Appendix E.

XIV. WORKFORCE DEVELOPMENT TRAINING PLAN

The WD Training Plan outlines the trainings based on the SCHD Strategic Plan referenced on Page 17 and gaps identified through the Core Competency workshops and Workforce Development assessments referenced in this document. SCHD offers other trainings that are not included in this Plan. The Workforce Development Training Plan helps track progress and ensures that subsequent survey results demonstrate both the closing of identified gaps and the successful fulfillment of training needs. This approach is integral to achieving the long-term strategic directions in workforce competency improvement and overall organizational development.

Types of Training:

- External and internal subject matter experts.
- Online training resources such as KS-TRAIN and LinkedIn Learnings.
- Diverse in-person trainings such as workshops and focus groups.

Training Assignments:

Certain trainings are mandatory for all staff and must be completed either once, annually or quarterly, depending on the requirements. Additionally, trainings designed for specific workforce roles are open and recommended for all SCHD staff to participate in.

Certification Process:

Upon completing the training series, staff will receive certificates as a recognition of their achievement.

Training Components:

- **Training Session:** Dedicated to the in-depth development of a specific subject.
- **Training Series:** Multiple training sessions for comprehensive competency development.

Trainings management:

The training series will be streamlined and managed through the internal Learning Management System (LMS) for tracking and reporting purposes.

XIV. WORKFORCE DEVELOPMENT TRAINING PLAN - CONTINUED

Trainings Audience:

The training plan consists of two main components: the Project Lead Training Curriculum and the Team Optimization Training Series. Each component is designed to cater to different roles within the organization, as detailed in and , respectively.

- **Project Lead Training Curriculum:** Developed by SCHD to fill knowledge gaps, this curriculum focuses on enhancing supervisors' (and select staffs') abilities in areas such as securing funding, implementing public health practices, and leveraging data for effective communication and decision-making. It also aims to improve interactions with both staff and community partners.
- **Team Optimization:** Aimed at various staff members or select roles, this series is integral to workforce development and closing skill gaps. It incorporates the Kolbe Index, led by a Kolbe-certified SCHD staff member, to optimize team performance and efficiency.

Post-Training Evaluation Process:

SCHD regularly conducts post-training evaluations to assess aspects of each training session with the aim of showing knowledge improvement and enhancing future trainings. These evaluations inquire about the presenter, the method, the effectiveness of the information provided, and the level of knowledge added to the staff.

By analyzing these evaluations, SCHD examines the initial gap identified that provided the basis for the training sessions, compares the trends, and assesses the improvement. This allows SCHD to continually refine and optimize its training programs.

XIV. WORKFORCE DEVELOPMENT TRAINING PLAN - CONTINUED

Table 05 below outlines the trainings implemented to bridge identified gaps in various areas, focusing on supervisors and select staff members. <u>These trainings align with the following SCHD Strategic Direction: Strengthen a Skilled and Innovative Workforce.</u>

Table 05: Project Lead Training Curriculum.				
Gap Pinpoints:	**Training Topic**	**Training Breakdown**	**Training Strategy**	**Timeline**
Core Competency: Securing and managing financial resources	**Financial Management**	1. Resource Allocation and Budgeting	Equip supervisors and select staff with skills in resource allocation, budget management, and effective grant proposal writing. SCHD Finance Manager will conduct the initial session, followed by Grant Writing 101 for nonprofits training, consisting of four training sessions on grant writing led by an expert Grant Writer from Wichita State University.	**2nd Q 2024 3rd Q 2024**
		2. Grant Writing 101		
Core Competency: ▪ Analyze quantitative and qualitative data ▪ Using quantitative and qualitative data ▪ Collect quantitative and qualitative data	**Data Competencies Series**	1. Survey Development	Enhance supervisors and select staff understanding of data-related topics through a five-part training series. This series will begin with an introduction to Survey Development, followed by comprehensive courses on analyzing and managing qualitative and quantitative data. Internal subject matter experts will facilitate the sessions.	**4th Q 2023 1st Q 2024 2nd Q 2024**
		2. Data Visualization I		
		3. Data Visualization II		
		4. Program Evaluation		
		5. Logic Models		
Core Competency: ▪ Responding to emerging needs ▪ Describing factors that affect the health of a community ▪ Implementing policies, programs and services	**Public Health Practices**	1. Introduction to Emerging Public Health Threats	Develop expertise and knowledge in public health practices for supervisors and select staff. The aim is to improve competency in identifying and addressing potential health risks, developing and assessing health policies, and advocating for public health initiatives and policy changes. The training sessions will incorporate resources from KS-TRAIN, provided by the Centers for Disease Control and Prevention (CDC), and will benefit from the insights of in-house subject matter experts.	**4th Q 2024**
		2. Policy Analysis and Development		
		3. Health Advocacy		

XIV. WORKFORCE DEVELOPMENT TRAINING PLAN – CONTINUED

Table 06 below outlines the Team Optimization trainings designed to tackle identified competency gaps in specific workforce roles. **These trainings align with the following SCHD Strategic Directions: Promote & Sustain a Positive Work Culture, Improve Communication & Collaboration, and Maximize Partnerships.**

Table 06: Team Optimization Trainings:				
Gap Pinpoints:	**Training Topic**	**Training Breakdown**	**Training Strategy**	**Timeline**
Core Competency, DEIB & Workforce Satisfaction: Understanding DEIB Principles & fostering DEIB Initiatives	DEIB Modules	Introduction DEIB	Address staff intercultural dynamics and monocultural perspectives to establish a foundation for a more inclusive and understanding workplace culture through a series of DEIB training modules. These trainings, led by the SCHD Workforce and Equity Specialist, contain five modules, beginning with introducing the core principles of DEIB and progressing to DEIB's relevance for each role within SCHD.	**2nd Q 2023 3rd Q 2023 1st Q 2024**
		DEIB Best Practices		
		Individual and Organizational Icebergs		
		DEIB Components		
		Acceptable Language		
Core Competency: ▪ Responding to emerging needs ▪ Implementing policies, programs and services	Kolbe Trainings	Index A assessment	Identify staff members' strengths and align them with appropriate job roles using the Kolbe Index, guided by the expertise of a certified SCHD staff member. This method not only constructs cohesive teams but is also crucial in responding effectively to emerging needs and implementing policies, programs, and services.	**2nd Q 2024**
		Index B assessment		
Staff Satisfaction ▪ Enhancing Communication	Customer Service	Customer Service Training & Policy Review	Provide employees with the essential skills, knowledge, and attitudes required to engage with customers, meet their needs, and deliver exceptional service.	**4th Q 2023**
Core Competency: ▪ Communication with internal and external audiences	Effective Communication Series	Interpersonal Communication	Enhance essential communication skills through the four-part 'Effective Communication' training series. This program includes educational sessions provided by Wichita State University, complemented by interactive implementation workshops led by internal subject matter experts from SCHD. This dual approach ensures a comprehensive development of communication skills, which are vital for effective workplace interactions and building strong partnerships.	**2st Q 2024 3rd Q 2024**
		Conflict Resolution		
		Critical Thinking		
		Communicating with partners		

XV. SCHD CONTINUOUS LEARNING

In line with SCHD's ongoing commitment to foster a culture of learning, SCHD offers monthly trainings to enhance staffs' technical and non-technical (soft) skills. These training sessions are developed based on discussions around staff needs and the identification of skills gaps.

Each month, the Workforce Development Manager organizes training sessions under three categories: 'Know It Use It', 'Lunch & Learn', and 'TED Talks'. The topics for these sessions, lasting between 45 minutes to an hour, are chosen based on Program Managers' feedback, the recognition of skills gaps, or direct requests from staff seeking additional knowledge in one or more competency areas. Topics examples include Email Etiquette, Fostering Employee Engagement, Managing Stress, Everyone is a Leader, among others.

A key aspect of these sessions is the active involvement of staff, allowing time for participation and discussion. A unique feature of the sessions is that most presenters or facilitators are SCHD employees chosen to share their insights on topics relevant to their current roles, previous experiences, personal interests, and thorough research. The training objectives are to empower staff with knowledge and skills and inspire them to innovate and effectively meet unique challenges.

Following each session, SCHD conducts evaluations to gather staff feedback on the knowledge acquired and the overall effectiveness of the training. The insights from these evaluations play a crucial role in shaping future training, focusing on specific needs and areas of interest. This ongoing process ensures that the training efforts are aligned with the commitment to employee growth and workforce development.

In addition to these offerings, SCHD also encourages staff participation in conferences, webinars, and trainings sponsored by external organizations. It is the duty of supervisors and managers to determine the need and the necessary trainings for their teams. Their decisions factor in grant requirements, skill gaps, training costs, discipline-specific needs for daily tasks, and state-mandated training.

XVI. RESOURCES

- ► [Public Health Accreditation Board](#)
- ► [PHAB Standards & Measures for Reaccreditation Version 2022](#)
- ► [Public Health Foundation](#)
- ► [Centers for Disease Control and Prevention](#)
- ► [CDC - 10 Essential Public Health Services](#)
- ► [KS-TRAIN](#)

Workforce Policies:

The following policies and resources are located in the SCHD [internal SharePoint:](#)

- ► Betterment Fund Policy
- ► Core Values and Ethics Policy
- ► Diversity, Equity, Inclusion and Belonging Policy
- ► Employee Recognition
- ► Meeting Well Policy and Procedure
- ► Wellness Committee Policy
- ► Workforce Development Policy
- ► Quality Improvement Policy
- ► Supervisor Checklist – For Telework/Flex Work Schedule Employees
- ► Supervisor New Employee Orientation Checklist (SNEOC)
- ► Telework Or Flex Work Schedule Agreement