

Appendix A: CPH Curriculum and Training Schedule 2018 – 2020

HUMAN RESOURCES OFFICE/OFFICE OF WORKFORCE DEVELOPMENT

SUBJECT: Columbus Public Health (CPH) Curriculum and Training Schedule

Appendix of the CPH Workforce Development Plan

SCOPE: Columbus Public Health, All Staff

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PLAN MAINTENANCE & POINT OF CONTACT

The CPH Office of Workforce Development in the Human Resources Office is responsible for training and workforce development initiatives, including the maintenance of this schedule. The *CPH Curriculum and Training Schedule* will be reviewed annually.

For questions about this schedule, please contact:

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OVERVIEW

Introduction

The Columbus Public Health (CPH) *Curriculum and Training Schedule* is a roadmap to accomplish the priorities set forth by the mission and vision, professional development strategies and identified training gaps of the organization. The priority areas and identified trainings are determined utilizing the CPH Strategic Plan, training needs assessment results, department priorities, current topics of importance, input from the Workforce Development Workgroup, training evaluation results, lessons learned from past exercises and real events, as well as suggestions from staff. Also taken into consideration are departmental, city, regional, state and federal requirements, discipline specific priorities and continuing education requirements.

The *CPH Curriculum and Training Schedule* serves as an appendix to the *CPH Workforce Development Plan* and addresses requirements to fulfill the Public Health Accreditation Board (PHAB) domains, standards, and measures where training and professional development requirements are stated, including PHAB Standard 8.2: *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.*

The *CPH Curriculum and Training Schedule* is a comprehensive, flexible, yet binding document representative of the natural progression by which CPH will maintain and improve public health skills and competencies to ensure a capable, competent, well-trained and prepared public health workforce. The CPH training program is administered by the Office of Workforce Development located in the Human Resources Office.

Priorities

The *CPH Curriculum and Training Schedule* highlight seven priority areas, identified as the top training competencies for CPH as supported by the CPH Workforce Development Plan. The top priority areas include:

- 1. Community Engagement and Partnerships**
- 2. Health Equity and Diversity**
- 3. Mental Health and Addiction**
- 4. Organizational Capacity**
- 5. Performance & Quality Improvement**
- 6. Supervisor and Leadership Development**
- 7. Technology**

OVERVIEW, continued

Layout

Each priority area includes the following: training title, module, target audience, competencies and strategies addressed, schedule and resources. The competencies and strategies column is a crosswalk of how training efforts accomplish requirements from the following areas:

- Public Health Competencies – from *Council on Linkages Public Health Core Competencies*
- CPH Strategic Plan – strategic priorities
- Public Health Workforce Interests and Needs Survey Results – identified top skill gaps and training opportunities for supervisors and non-supervisors

The following list describes the notations for the ‘competencies and strategies addressed’ column:

| | |
|----|---|
| | Public Health Competencies (noted as ‘PHC’) |
| A | Analytical/Assessment |
| B | Policy Development/Program Planning |
| C | Communication |
| D | Cultural Competency |
| E | Community Dimensions of Practice |
| F | Public Health Sciences |
| G | Financial Planning and Management |
| H | Leadership and Systems Thinking |
| | CPH Strategic Plan Strategic Priorities (noted as “SPSP) |
| 1 | Leadership |
| 2 | Mental Health & Addiction |
| 3 | Resource Allocation |
| 4 | Workforce & Technology |
| | Public Health Workforce Interests and Needs Survey (noted as ‘PH WINS’) |
| 10 | Budget and Financial Management |
| 11 | Change Management |
| 12 | Develop a Vision for a Healthy Community |
| 13 | Systems and Strategic Thinking |

CURRICULUM AND TRAINING SCHEDULE

Priority 1: Community Engagement and Partnerships

Introduction: Engaging the community as well as maintaining and developing community partnerships is an integral part of the CPH organization as noted in the Vision statement which states: “The Columbus community is protected from disease and other public health threats, and everyone is empowered to live healthier, safer lives. Columbus Public Health is the leader for identifying public health priorities and mobilizing resources and community partnerships to address them.”

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|--|----------------------|--|--|--------------------|---|
| Community Engagement Personal Safety Training | Classroom and online | All staff who work in the community | <u>PHC:</u> A, C <u>SPSP:</u> 3, 4 | September 25, 2019 | CPH Fundamentals; Lippincott |
| Neighborhood Ambassador Training | Classroom and online | Volunteer neighborhood liaisons within the community | <u>PHC:</u> A, C, D, E <u>SPSP:</u> 3 <u>PH WINS:</u> 12, 13 | Ongoing | Office of Health Equity Promotion; Lippincott |
| Poverty Simulation | Simulation exercise | All staff | <u>PHC:</u> A, C, D, E, H <u>SPSP:</u> 1, 2 <u>PH WINS:</u> 11, 12, 13 | May 15, 2019 | Community partnerships |

Priority 2: Health Equity and Diversity

Introduction: CPH supports an Office of Health Equity Promotion whose main role is to conduct training, manage the department’s Health Equity Plan, and coordinate a multi-disciplinary Diversity and Equity Coordinating Committee. Every few years an inclusive workplace employee survey is conducted which provides input towards health equity and diversity training topics and policy development.

In developing training and workforce initiatives, the Office of Health Equity Promotion works closely with the Office of Minority Health, the Office of Workforce Development, and several CPH professional groups that provide continuing education, including nurses and social workers. The Office of Health Equity Promotion manages several of the department’s required annual trainings including *An Introduction to Key Concepts in Health Equity, Title VI*, and new in 2018, *Implicit Bias*. In addition the Health Equity Education Coordinator conducts classroom training for program-level staff in the areas of diversity, cultural competency and humility.

Annually the Office of Health Equity Promotion coordinates an Embracing Health Equity training series which provides the most recent and updated information on health equity and diversity. The series is open to CPH staff and community partner organizations. In 2018 a journal club component was added as a means for participants to discuss issues and develop action steps towards advocacy and policy change.

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|--|-----------|---|---|---|---|
| Diversity and Inclusion | Online | All new FT and PT employees | <u>PHC:</u> C, D | Within three months of start date | Citywide Training & Development; Training Gateway |
| Effects of Re-entry after Incarceration on Families and Communities | Classroom | All staff and community partners | <u>PHC:</u> A, D, E <u>SPSP:</u> 2 <u>PH WINS:</u> 11, 12, 13 | September 5, 2018 | Embracing Health Equity training series |
| Implicit Bias (Citywide) | Classroom | - All HACP staff - All new employees | <u>PHC:</u> D, E <u>SPSP:</u> 2 <u>PH WINS:</u> 11 | - Required for all HACP staff biennially - New staff within three months of start date | Citywide Training & Development |

Priority 2: Health Equity and Diversity, continued

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---|------------------------------------|---|--|---|--|
| Implicit Bias (CPH) | Online | All FT and PT staff | <u>PHC</u> : D, E <u>SPSP</u> : 2 <u>PH WINS</u> : 11 | Biennially in May | Office of Health Equity Promotion; Lippincott |
| Introduction to Key Concepts in Health Equity | Online | - All FT and PT staff - All new FT and PT staff | <u>PHC</u> : D, F <u>SPSP</u> : 2 | - All staff complete biennially in May - New staff within three months of start date | Office of Health Equity Promotion; Lippincott |
| Introduction to the Key Concepts of Cultural Competency & Humility | Classroom or online | Staff at the program level | <u>PHC</u> : D, F <u>SPSP</u> : 2 | Available on request | Office of Health Equity Promotion; Lippincott |
| Pro-active Approaches to Addressing Racial Trauma | Classroom | All staff and community partners | <u>PHC</u> : D, E, F <u>SPSP</u> : 2 <u>PH WINS</u> : 12, 13 | October 10, 2018 | Embracing Health Equity training series |
| Pro-active Approaches to Addressing Racial Trauma | Classroom Journal club | All staff and community partners | <u>PHC</u> : D, E, F <u>SPSP</u> : 2 <u>PH WINS</u> : 12, 13 | - October 17, 2018 | Embracing Health Equity training series journal club |
| Title VI: Civil Rights Act of 1964 | Online | - All FT and PT staff - All new FT and PT staff | <u>PHC</u> : A, B, D, E, F, G, H <u>SPSP</u> : 1 | - All staff complete biennially in May - New staff within three months of start date | Office of Health Equity Promotion; Lippincott |
| Working with Interpreters & Access to Interpreters | Classroom or just-in-time training | Staff who need translation services when working with clients | <u>PHC</u> : C, D, E, F <u>SPSP</u> : 3 | As needed | Office of Minority Health |

Priority 3: Mental Health and Addiction

Introduction: Columbus Public Health supports designated continuing education coordinators for chemical dependency, counselors and social workers. CPH provides ongoing training throughout the year to allow staff in these areas to maintain licensure and obtain professional development. A social worker continuing education coordinator facilitates a multi-disciplinary continuing education committee that provides input and direction to training and workforce initiatives. The department maintains a *CPH Counselor and Social Worker Staff Competencies Policy and Procedure* which provides workforce direction in this priority area.

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---|-----------|---------------------------|-------------------------------------|--|---|
| Alcohol and Drug Services Program: Updates and Successes | Classroom | All staff | PHC: E, F SPSP: 2 PH WINS: 12 | April 10, 2019 | CPH Fundamentals |
| Drug-Free Safety Program | Online | All FT and PT CPH staff | PHC: F SPSP: 2 | Complete within three months of start date | Citywide Training & Development; Training Gateway |
| Drug-Free Safety Program Refresher | Online | All FT and PT CPH staff | PHC: F SPSP: 2 | Annually | Citywide Training & Development; Training Gateway |
| Drug-Free Safety Program for Supervisors | Classroom | All new supervisors | PHC: A, B, F, G, H SPSP: 1, 2 | Complete within three months of start date | Citywide Training & Development |
| Drug-Free Safety Program for Supervisors Refresher | Online | All FT and PT supervisors | PHC: A, B, F, G, H SPSP: 1, 2 | Annually | Citywide Training & Development; Training Gateway |
| Mental Health Impacts on What We Do | Classroom | All staff | PHC: E SPSP: 2 | 2020 | Employee Assistance Program; CPH Fundamentals |

Priority 3: Mental Health and Addiction, continued

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---------------------------------|--------------------------------|---|---|--|---|
| Narcan | Online; Skill demonstration | - All new nurses and counselors - All existing nurses and counselors | <u>PHC</u> : F <u>SPSP</u> : 2, <u>PH WINS</u> : 12 | - New staff within three months of start date - Identified staff annually | Lippincott; Annual Clinical Skills Day |
| Opiates: General Updates | Classroom | All staff | <u>PHC</u> : F <u>SPSP</u> : 2 <u>PH WINS</u> : 12 | 2019 | Alcohol and Drug Services Program |

Priority 4: Organizational Capacity

Introduction: Organizational capacity is noted as a key perspective in the CPH 2018 – 2022 Strategy Map. The department’s strategic goals are centered on improving the use of technology, improving the safety and health of the work environment, as well as attracting, developing and maintaining effective performers. Training needs assessment results also identified staff wanting to learn more about what different programs do throughout the department in order to assist clients in the best possible manner.

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---|-----------|-------------------------|---|--|--|
| CHA, CHIP, and Strategic Plan | Classroom | All staff | PHC: A, B, E, G, H SPSP: 1, 2, 3, 4 PH WINS: 10, 11, 12, 13 | June 12, 2019 | Office of Planning and QI; CPH Fundamentals |
| City and Department Review of Policies and Procedures | Online | All new FT and PT staff | PHC: B, F SPSP: 1, 3 PH WINS: 13 | Complete within three months of start date | Office of Planning & QI; Lippincott |
| Sexual Health Promotion: Updates and Success | Classroom | All staff | PHC: E SPSP: 3, 4 PH WINS: 12 | September 4, 2019 | Sexual Health Promotion Program; CPH Fundamentals |
| Communications and Public Affairs | Classroom | All staff | PHC: C SPSP: 3, 4 | Late 2019, early 2020 | Office of Communications and Public Affairs; CPH Fundamentals |
| Fiscal Program | Classroom | All staff | PHC: G SPSP: 4 PH WINS: 13 | May 8, 2019 | CPH Fundamentals |
| Helping You Help Others: Navigation of Internal Services | Open Expo | All staff | PHC: E, G SPSP: 3, 4 PH WINS: 10 | October 3, 2018 | All CPH internal programs |
| Helping You Help Others: Navigation of External Services | Open Expo | All staff | PHC: E, F SPSP: 2, 3, 4 PH WINS: 11 | October 9, 2019 | All CPH programs with external services |

Priority 4: Organizational Capacity, continued

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|--|----------------------|---|--|---|---|
| The Ohio Ethics Law: It's Everybody's Business! | Classroom and Online | <ul style="list-style-type: none"> - All FT and PT HACP staff - All new FT and PT staff | <p>PHC: A, B, C, E, F, G, H</p> <p>SPSP: 1, 3</p> <p>PH WINS: 13</p> | <ul style="list-style-type: none"> - Identified groups annually or biennially. - New staff within three months of start date. | Citywide Training & Development; Ohio Ethics Commission; Training Gateway |

Priority 5: Performance & Quality Improvement

Introduction: Columbus Public Health is committed to improving performance across all services, processes and programs as documented in the department’s *Performance Management and Quality Improvement Plan*. Quality improvement is a critical component of the overall performance management system. Developing staff capacity and competency through training to engage in performance and quality initiatives is an essential component to building a culture of quality. All CPH staff is expected to measure and monitor performance and integrate continuous improvement principles at an individual, team and organizational level to advance the culture of quality at CPH.

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|--|--|--|--|--|---|
| Basic Quality Improvement | Online | All FT and PT staff | <u>PHC</u> : B, G <u>SPSP</u> : 1, 4 <u>PH WINS</u> : 11, 13 | Mid to late 2019 | Institute for Healthcare Improvement; The Ohio State University QI modules |
| Institute for Healthcare Improvement Open School | Online | Quality Council, CPH management and leadership | <u>PHC</u> : B, G <u>SPSP</u> : 1, 4 <u>PH WINS</u> : 11 | July 2018 – July 2019 | Institute for Healthcare Improvement Open School |
| Insight Vision Performance Management Platform Training | Classroom | InsightVision seat license holders | <u>PHC</u> : G <u>SPSP</u> : 1, 4 | 2019 | Office of Planning & QI; Performance Dashboard |
| Performance Management Basics (Building off of CHA/CHIP/SP Presentation) | CPH Supervisor Toolbox | Managers and Supervisors | <u>PHC</u> : A, B, E, F, G, H <u>SPSP</u> : 1, 2, 3, 4 <u>PH WINS</u> : 10, 11, 12, 13 | August 14, 2019 | Office of Planning & QI |
| Performance Management Dashboard | Classroom tutorial with Performance Management Coordinator | Staff that will use the dashboard | <u>PHC</u> : G <u>SPSP</u> : 1, 4 | Complete within three months of start date | Office of Planning & QI; Performance Dashboard |
| Process Mapping | Classroom | All staff | <u>PHC</u> : A, B, E, F, G, H <u>SPSP</u> : 1, 2, 3, 4 <u>PH WINS</u> : 10, 11, 12, 13 | 2020 | Office of Planning & QI; CPH Fundamentals |

Priority 5: Performance & Quality Improvement, continued

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---|-------------------------------|----------------------------------|--|------------------|---|
| Quality Council Orientation | Classroom | New Quality Council members | <u>PHC</u> : G <u>SPSP</u> : 4 | March 2019 | Office of Planning & QI |
| Quality Council Quick Tips | Classroom “quick” module tips | Quality Council members | <u>PHC</u> : G <u>SPSP</u> : 4 | Quarterly | Office of Planning & QI; Quality Council meetings |
| Research, Quality Improvement and Model Practice Showcase | Findings Expo | All staff and community partners | <u>PHC</u> : A, C, E, F, G, H <u>SPSP</u> : 1, 4 <u>PH WINS</u> : 11, 12, 13 | December 5, 2018 | Office of Planning & QI; Showcase Planning Committee |
| Utilizing Customer Satisfaction Survey Results to Build Action Plans | One on one interaction | Managers and Supervisors | <u>PHC</u> : A, B, E, F, G, H <u>SPSP</u> : 1, 2, 3, 4 <u>PH WINS</u> : 10, 11, 12, 13 | All 2019 | CPH quarterly customer satisfaction results |

Priority 6: Supervisor and Leadership Development

Introduction: **Supervisors:** Well-trained supervisors and managers within CPH is an essential component in maintaining and strengthening the public health workforce. New employees hired into a supervisor or manager role are expected to complete additional training at the time of hire, in addition to the basic foundational level of training for all new employees. Existing supervisors and managers are expected to maintain an advanced level of professional development.

To assist with this CPH offers a training series called Supervisor Toolbox for staff currently in supervisory and/or management positions or have the desire for future promotion into these positions. Coordinated by the CPH Office of Workforce Development, the series provides educational trainings and seminars throughout the year on a variety of topics regarding supervising and managing employees.

Leadership: Columbus Public Health created and implemented a one-year Leadership University in 2013 and 2015. A total of twenty-nine (29) CPH staff successfully graduated and are now considered Leadership Fellows. The Leadership University program was designed for staff in supervisory or managerial positions that were potential candidates or recently promoted into leadership positions. The program was a successful method of succession planning and to build a bench of potential future leaders within CPH.

Moving forward CPH will utilize the excellent competencies and strategies from the program to develop a different educational approach to prepare our rising leaders, as well as provide professional development opportunities for our existing Fellows to continue to grow.

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---|-------------------------------|--------------------------|--|------------------|---|
| Coaching | Classroom | Managers and Supervisors | PHC: A, C, G, H SPSP: 4 PH WINS: 11 | June 26, 2019 | Office of Workforce Development; CPH Supervisor Toolbox |
| Emotional Intelligence | Classroom | Team based training | PHC: C, D, G, H SPSP: 1, 4 PH WINS: 11, 13 | February 2019 | Citywide Training & Development; CPH Supervisor Toolbox |
| Facilitating Effective Meetings | Classroom | Managers and Supervisors | PHC: B, G SPSP: 1, 4 | November 7, 2018 | Office of Planning & QI; CPH Supervisor Toolbox |
| First Break all the Rules: What the World's Greatest Managers Do Differently | Book discussion; Classroom | Managers and Supervisors | PHC: A, B, C, D, G, H SPSP: 1, 4 PH WINS: 11, 13 | November 6, 2019 | Book – <i>First Break all the Rules</i> ; Office of Planning and QI; CPH Supervisor Toolbox |

Priority 6: Supervisor and Leadership Development, continued

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|---|-------------------------------------|---|---|------------------------------------|---|
| Myers Briggs – Your Type and Your Team | Classroom | Team based training | <u>PHC</u> : A, C, D, H <u>SPSP</u> : 1, 4 <u>PH WINS</u> : 11, 13 | October 25, 2018 | Citywide Training and Development; CPH Supervisor Toolbox |
| New Employee Supervisor Orientation | Classroom and online | All new FT and PT supervisors | <u>PHC</u> : A, B, C, D, E, F, G, H <u>SPSP</u> : 1, 3, 4 <u>PH WINS</u> : 10, 11, 12, 13 | Complete within six months of hire | Office of Human Resources; Office of Workforce Development; Lippincott |
| New Supervisor: Setting Up for Success | Classroom series of eight trainings | Current supervisors with less than two years of supervisor experience | <u>PHC</u> : C, D, G, H <u>SPSP</u> : 1, 3, 4 <u>PH WINS</u> : 11, 13 | Ongoing | Citywide Training & Development |
| Pre-Supervisor: Is Supervision the Right Fit for Me? | Classroom series of five trainings | Potential supervisors with no prior supervisory experience | <u>PHC</u> : A, C, D, G, H <u>SPSP</u> : 1, 3, 4 <u>PH WINS</u> : 11, 13 | Ongoing | Citywide Training & Development |
| Seasoned Supervisor: Refresh & Refocus | Classroom series of five trainings | Current supervisors with 3 or more years of supervisory experience | <u>PHC</u> : A, C, D, G, H <u>SPSP</u> : 1, 3, 4 <u>PH WINS</u> : 11, 13 | Ongoing | Citywide Training & Development |

Priority 7: Technology

Introduction: The Columbus Public Health 2018-2022 Strategic Plan outlines a high-level departmental strategy, as well as specific improvement activities to advance the mission of protecting health and improving lives. Technology was identified as a key department strategic priority to ensure CPH maintains a strong infrastructure that supports internal operations, human resources functions, and leverages cutting edge solutions to make our work more efficient and effective to public health issues. Technology was integrated within several perspectives including internal processes and organizational capacity.

Training Courses The following trainings are identified for this priority:

| Title | Module | Target Audience | Competencies & Strategies Addressed | Schedule | Resources |
|--|----------------------------------|--------------------------|--|------------------|---|
| CPH Technology: What You Need to Know | Classroom | All staff | PHC: A, G SPSP: 3, 4 PH WINS: 10, 11, 13 | March 13, 2019 | Department of Technology; CPH Fundamentals |
| Lippincott for Supervisors | One on one just-in-time training | New supervisors | PHC: G, H SPSP: 1, 3, 4 PH WINS: 13 | As needed | Office of Workforce Development; Lippincott |
| Training Gateway for Employees | Computer lab | All staff | PHC: G SPSP: 3, 4 | January 23, 2019 | Citywide Training and Development; CPH Fundamentals; Training Gateway |
| Training Gateway for Supervisors | Computer lab | Managers and Supervisors | PHC: G, H SPSP: 1, 3, 4 PH WINS: 13 | January 23, 2019 | Citywide Training and Development; CPH Supervisor Toolbox; Training Gateway |