Determining Essential Core Competencies for Job Positions

Public Health Foundation

Denver Public Health

June 22, 2017

Denver Public Health

The Council on Linkages
Between Academia and
Public Health Practice

Housekeeping Items

› All attendees are muted. If you are using your phone, please choose the "Phone call" option and enter your Audio PIN (found in the "Audio" panel). If you are using a mic, please choose the "Computer audio" option.

› The slides are available for download in the "Handouts" section of your control panel.

› Please use the "Questions" section to ask questions and submit comments throughout the webinar.

› This webinar is being recorded and will be archived. The archive will be made available following the webinar.

File   View   Help

▼ Audio

○ Computer audio
● Phone call

Dial: +1 (631) 992-3221
Access Code: 760-806-913
Audio PIN: 36
Already on the call?   Press #36# now.

Problem dialing in?

▼ Handouts: 1

P   GoToWebinar Attendee Slides.pptx

▼ Questions

[Enter a question for staff]

Send

Test
Webinar ID: 275-096-715

GoToWebinar

The Council on Linkages Between Academia and Public Health Practice

Overview

› What are the Core Competencies for Public Health Professionals?

› Can we identify specific competencies essential for specific job positions?

› How can these competencies support workforce development efforts?

PHF Mission:

We improve the public's health by strengthening the quality and performance of public health practice

www.phf.org
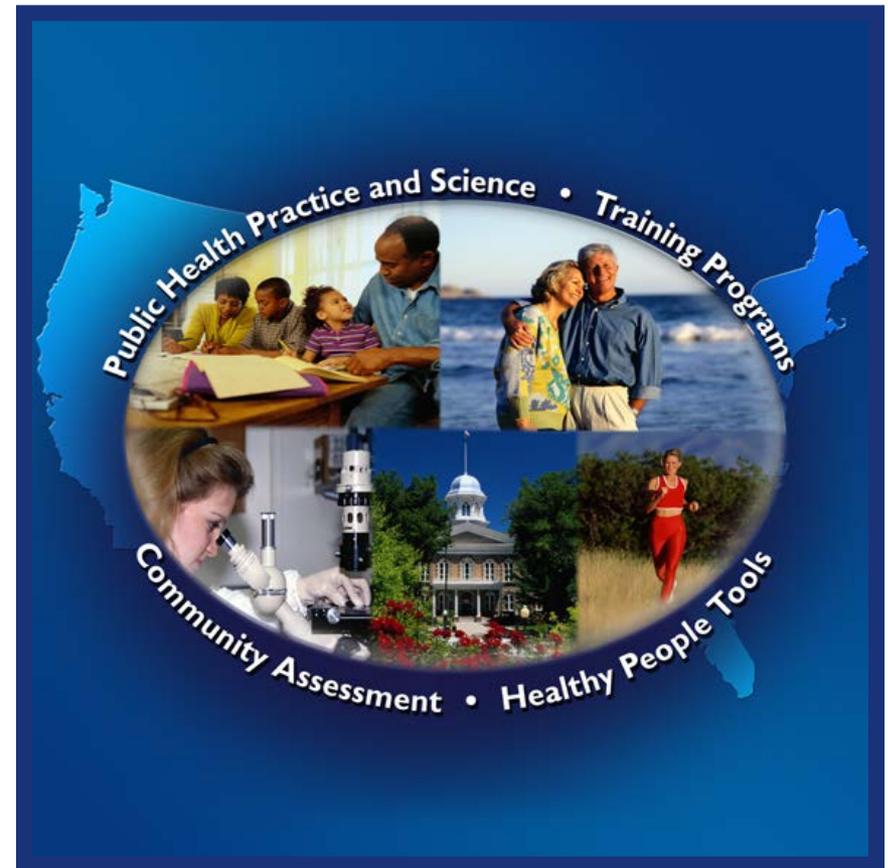
Healthy Practices
Healthy People
Healthy Places

The Council on Linkages Between Academia and Public Health Practice

Council on Linkages Between Academia and Public Health Practice

To improve the performance of individuals and organizations within public health by:

- Fostering, coordinating, and monitoring collaboration among the academic, public health practice, and healthcare communities

- Promoting public health education and training for health professionals throughout their careers

- Developing and advancing innovative strategies to build and strengthen public health infrastructure

Funded by
Centers for Disease Control and Prevention

Staffed by
Public Health Foundation

22 National Public Health Organizations:

- American Association of Colleges of Nursing
- American College of Preventive Medicine
- American Public Health Association
- Association for Community Health Improvement
- Association for Prevention Teaching and Research
- Association of Accredited Public Health Programs
- Association of Public Health Laboratories
- Association of Schools and Programs of Public Health
- Association of State and Territorial Health Officials
- Association of University Programs in Health Administration
- Centers for Disease Control and Prevention
- Community-Campus Partnerships for Health
- Council on Education for Public Health
- Health Resources and Services Administration
- National Association of County and City Health Officials
- National Association of Local Boards of Health
- National Environmental Health Association
- National Library of Medicine
- National Network of Public Health Institutes
- National Public Health Leadership Development Network
- Quad Council of Public Health Nursing Organizations
- Society for Public Health Education

The Council on Linkages
Between Academia and
Public Health Practice

Core Competencies for Public Health Professionals

› Are a consensus set of skills desirable for the broad practice of public health

› Reflect characteristics that staff of public health organizations may want to possess as they work to protect and promote health in the community

› Are designed to **serve as a starting point** for practice and academic organizations working to understand, assess, and meet training and workforce needs

The Council on Linkages
Between Academia and
Public Health Practice

Core Competencies for Public Health Professionals

Analytical/Assessment Skills		
Tier 1	**Tier 2**	**Tier 3**
1A1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	1B1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)	1C1. Describes factors affecting the health of a community (e.g., equity, income, education, environment)
1A2. Identifies quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) that can be used for assessing the health of a community	1B2. Determines quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) needed for assessing the health of a community	1C2. Determines quantitative and qualitative data and information (e.g., vital statistics, electronic health records, transportation patterns, unemployment rates, community input, health equity impact assessments) needed for assessing the health of a community
1A3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	1B3. Applies ethical principles in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	1C3. Ensures ethical principles are applied in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
1A4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	1B4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information	1C4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
1A5. Selects valid and reliable data	1B5. Analyzes the validity and reliability of data	1C5. Evaluates the validity and reliability of data

The Vision…

Core Competencies Domain	Tier 1	Tier 2	Tier 3
1: Analytical/Assessment Skills	14	15	15
2: Policy Development/Program Planning Skills	12	13	14
3: Communication Skills	8	8	8
4: Cultural Competency Skills	7	8	8
5: Community Dimensions of Practice Skills	10	11	11
6: Public Health Sciences Skills	9	10	10
7: Financial Planning and Management Skills	14	16	16
8: Leadership and Systems Thinking Skills	9	10	10
TOTAL	**83**	**91**	**92**

How can we make this easier??

Modified Version of the Core Competencies

Domain 1: Analytical/Assessment Skills
Data collection
Collect quantitative and qualitative data and information on community health needs
Collect quantitative and qualitative data and information on community assets
Data analysis
Determine validity, reliability, and comparability of data
Analyze quantitative and qualitative data
Interpret quantitative and qualitative data
Community health assessment
Assess community health status
Develop community health assessment
Evidence-based decision making
Make evidence-based decisions
Advocate for the use of evidence
Ethical use of data
Apply ethical principles in the use of data and information
Information technology
Apply information technology in the use of data and information
Domain 2: Policy Development/Program Planning Skills
Community health improvement planning
Use community health assessment in developing community health improvement plan
Strategic planning
Contribute to development of strategic plan
Implement strategic plan
Policy, program, and service development
Develop goals and objectives
Monitor trends
Develop and recommend options

New Tool!

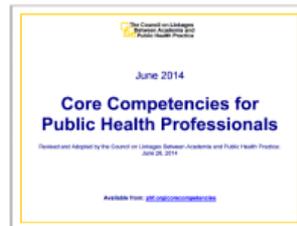**The Council on Linkages Between Academia and Public Health Practice**

Determining Essential Core Competencies for Public Health Jobs:
A Prioritization Process
June 9, 2017

Public health organizations can be more effective when the competencies of their staff match the types of activities they do in their jobs. It is important that job descriptions include the competencies, in terms of both skills and knowledge, for success in a position. To become and remain accredited by the Public Health Accreditation Board, health departments must provide job descriptions that include competencies. This is a good practice for all organizations and supports successful recruitment, hiring, and professional development.

Core Competencies for Public Health Professionals

The Core Competencies for Public Health Professionals (Core Competencies), a consensus set of skills for the broad practice of public health, as defined by the 10 Essential Public Health Services, offer health departments and other public health organizations a starting point for workforce development activities. Developed by the Council on Linkages Between Academia and Public Health Practice, the Core Competencies reflect foundational skills desirable for professionals engaging in the practice, education, and research of public health. Widely applicable to the variety of jobs found within the public health field, the Core Competencies can be used for identifying competencies to be included in competency-based job descriptions.

Purpose of This Tool
For any position, critical Core Competencies will vary depending on the responsibilities and

Determining Essential Core Competencies for Public Health Jobs

> Prioritization process to identify key competencies

> Designed for workshop setting

> Group staff into job categories

> Participant voting + facilitated discussion

> Input from staff in the jobs

> End Result: List of foundational public health competencies as starting point for job descriptions or other uses

This Tool Contains... Workshop Instructions & Resources

Modified Version of the Core Competencies for Public Health Professionals	Core Competencies for Public Health Professionals – Competency Number
Domain 1: Analytical/Assessment Skills	
Data collection Collect quantitative and qualitative data and information on community health needs. Collect quantitative and qualitative data and information on community assets	1B2, 1B7, 1B8, 1B11
Data analysis Determine validity, reliability, and comparability of data. Analyze quantitative and qualitative data. Interpret quantitative and qualitative data	1B5, 1B6, 1B9, 1B10
Community health assessment Assess community health status. Develop community health assessment	1B1, 1B12, 1B13
Evidence-based decision making Make evidence-based decisions. Advocate for the use of evidence	1B14, 1B15
Ethical use of data Apply ethical principles in the use of data and information	1B3
Information technology Apply information technology in the use of data and information	1B4
Domain 2: Policy Development/Program Planning Skills	
Community health improvement planning Use community health assessment in developing community health improvement plan	2B1
Strategic planning Contribute to development of strategic plan. Implement strategic plan	2B3, 2B4
Policy, program, and service development Develop goals and objectives. Monitor trends. Develop and recommend options	2B2, 2B5, 2B6, 2B7, 2B8

Voting Guide

This guide details the number of votes that each individual can cast and competencies that can be selected within each domain of the modified version of the Core Competencies for Public Health Professionals as part of the prioritization process. For each domain, Step 1 of the voting process aims to narrow down the number of relevant competencies. Participants are asked to identify the top 2-4 most important competencies within each domain, with the target number depending on the number of competencies within the domain. This results in a list of 23 important competencies, which is further narrowed to eight essential competencies through Step 2 of the voting process.

Domain	Number of Competencies in Domain	Maximum Number of Competencies to Select/Votes per Participant
1: Analytical/Assessment Skills	6	3
2: Policy Development/Program Planning Skills	7	3
3: Communication Skills	7	3
4: Cultural Competency Skills	4	2
5: Community Dimensions of Practice Skills	7	3
6: Public Health Sciences Skills	5	2
7: Financial Planning and Management Skills	10	4
8: Leadership and Systems Thinking Skills	8	3
Total Number of Competencies After First Stage of Voting		**23**
Total Number of Competencies After Second Stage of Voting		**8**

The Council on Linkages Between Academia and Public Health Practice

This Tool Contains... Supplemental Files

Determining Essential Core Competencies for Public Health Jobs:
A Prioritization Process

Competency Selection Worksheet
Domain 1: Analytical/Assessment Skills

[Insert organization's question for participants]

	Vote
Domain 1: Analytical/Assessment Skills	
Data collection	
Collect quantitative and qualitative data and information on community health needs	
Collect quantitative and qualitative data and information on community assets	
Data analysis	
Determine validity, reliability, and comparability of data	
Analyze quantitative and qualitative data	
Interpret quantitative and qualitative data	
Community health assessment	
Assess community health status	
Develop community health assessment	
Evidence-based decision making	
Make evidence-based decisions	
Advocate for the use of evidence	
Ethical use of data	
Apply ethical principles in the use of data and information	
Information technology	
Apply information technology in the use of data and information	

Determining Essential Core Competencies for Public Health Jobs: A Prioritization Process
Tracking Votes

Job Category Group:

	Vote 1	Vote 2 (Tie-Breaker)
Domain 1: Analytical/Assessment Skills		
Data collection		
Collect quantitative and qualitative data and information on community health needs		
Collect quantitative and qualitative data and information on community assets		
Data analysis		
Determine validity, reliability, and comparability of data		
Analyze quantitative and qualitative data		
Interpret quantitative and qualitative data		
Community health assessment		
Assess community health status		
Develop community health assessment		
Evidence-based decision making		
Make evidence-based decisions		
Advocate for the use of evidence		
Ethical use of data		
Apply ethical principles in the use of data and information		
Information technology		
Apply information technology in the use of data and information		
Domain 2: Policy Development/Program Planning Skills		
Community health improvement planning		
Use community health assessment in developing community health improvement plan		
Strategic planning		
Contribute to development of strategic plan		
Implement strategic plan		
Policy, program, and service development		
Develop goals and objectives		
Monitor trends		
Develop and recommend options		
Policy, program, and service implementation		
Implement policies, programs, and services		
Manage within budgets and staffing levels		
Policy, program, and service improvement		

1. Instructions   **2. Tracking Votes**   3. Vote Summary   4. Final Competency Lists

The Council on Linkages
Between Academia and
Public Health Practice

This Tool Contains… Contact Info

> Share your feedback!

> Share your stories!

> Share your questions!

Kathleen Amos
kamos@phf.org
202-218-4418

Public Health in Denver

Environmental Health Divisions

Animal Protection

Community Health

Environmental Quality

Medical Examiner

Public Health Inspections

Public Health Divisions

Birth & Death Records

Clinical Services

Denver Prevention Training Center

Health Data & Information

Health Promotion

Outbreak Detection & Investigation

Areas of Collaboration

Community Health Assessment
Community Health Improvement Plan
Emergency Preparedness
HIV Care and Prevention

> Population of 634,265

> 200 staff (DPH)

> PHAB Accredited (version 1.0)

Denver Public Health

The Council on Linkages Between Academia and Public Health Practice

Core Competency Timeline

Dec. 2014 — DPH contracted with the Public Health Foundation (PHF) to customize the Public Health Core Competencies

Feb. 2015 — PHF onsite to work with the Workforce Development Committee and six different groups to develop competency checklists

April 2016 — Competency selection and language finalized

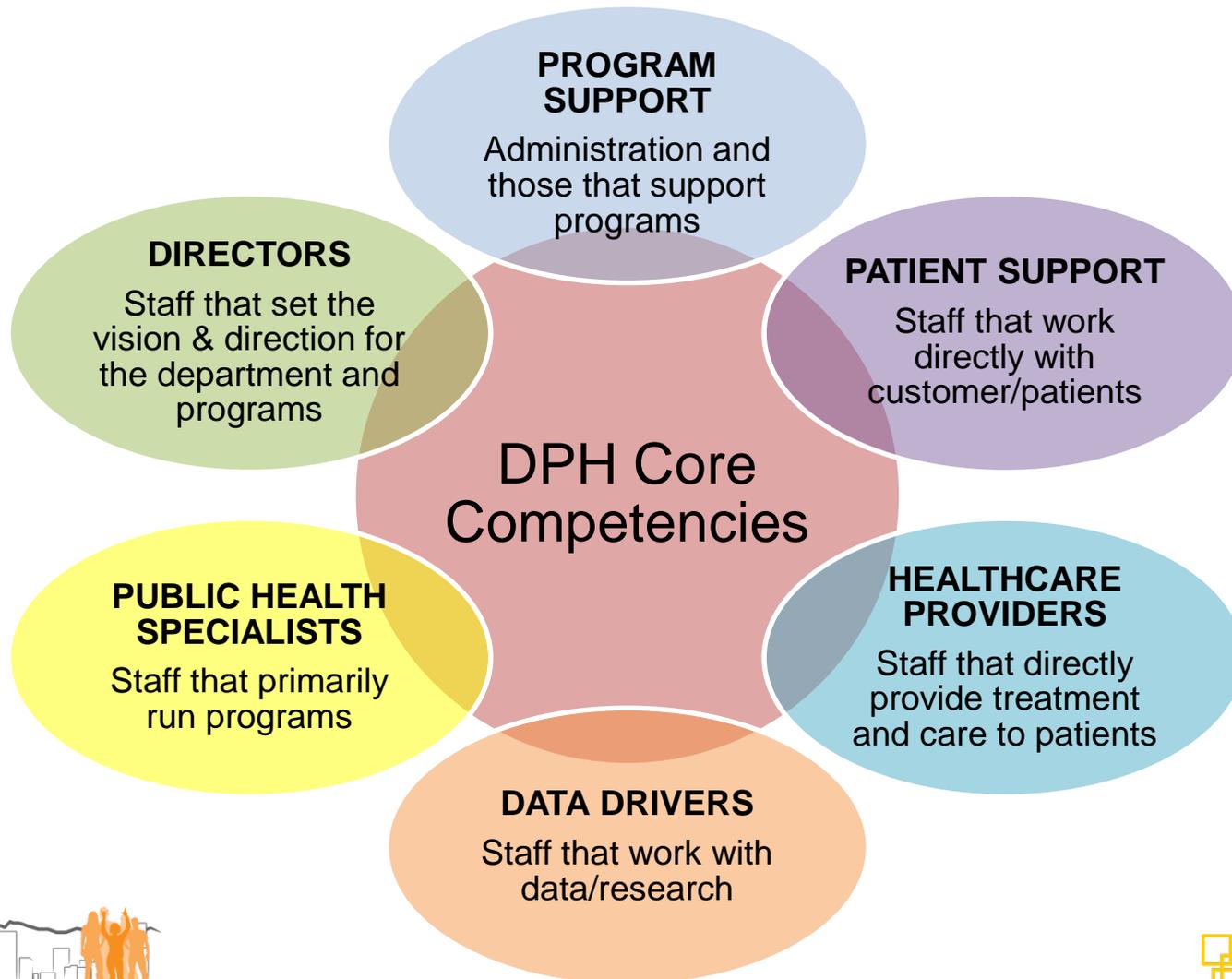**June 2016** — All staff receive Core Competency survey

July 2016 — Staff receive personalized results and round with managers

Aug. 2016 — DPH prioritizes training plans and launches competency-based mentoring program

PHF

Denver Public Health

The Council on Linkages Between Academia and Public Health Practice

Dec 2014 – Feb 2015:
Organizing Staff

PROGRAM SUPPORT
Administration and those that support programs

DIRECTORS
Staff that set the vision & direction for the department and programs

PATIENT SUPPORT
Staff that work directly with customer/patients

DPH Core Competencies

PUBLIC HEALTH SPECIALISTS
Staff that primarily run programs

HEALTHCARE PROVIDERS
Staff that directly provide treatment and care to patients

DATA DRIVERS
Staff that work with data/research

Denver Public Health

The Council on Linkages Between Academia and Public Health Practice

Selecting competencies

Public Health Specialists	Data Drivers
Establish and maintain relationships/partnerships to improve community health	Use information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information
Identify relationships/partnerships that are affecting community health	Determine validity, reliability, and comparability of data
Implement policies, programs, and/or services	Analyze and interpret quantitative and qualitative data
Facilitate collaboration among partners to improve community health	Use public health informatics in developing, implementing, evaluating, and improving policies, programs, and/or services
Manage within current and projected budgets and staffing levels	Analyze assets and barriers that may affect policies, programs, services, and/or research
Select approaches for disseminating data and information	Select approaches for disseminating data and information
Convey data and information to professionals and the public using a variety of approaches	Convey data and information to professionals and the public using a variety of approaches

PH F

Denver Public Health

The Council on Linkages
Between Academia and
Public Health Practice

Feb 2015 – April 2016:
Competency Selection and Fine-Tuning

Core Competency	Description	Domain	Program Support	Patient Support	PH Specialists	Data Drivers	Healthcare Providers	Directors	Department	New Wording
Convey data and information to professionals and the public	... using a variety of approaches (e.g. reports, presentations, email, letters, press releases)	3B5			x	x				Convey data and information to professionals and the public using a variety of approaches
Communicate to influence behavior	Communicates information to influence behavior and improve health	3B6	x	x			x			Communicate information to influence behavior and/or improve health
Facilitate communication	... among individuals, groups, and organizations	3B7						x		Facilitate communicattion among individuals, groups, and organizations
Recognize the influence of population diversity on policies, programs, and services	Recognizes the ways diversity influences policies, programs, services, and the health of a community	4B3							x	Recognize the ways in which diversity influences policies, programs, and services that impact the health of a community

Survey Design

DPH Core Competency Checklists

PROGRAM SUPPORT COMPETENCIES (Program Assistants, Non-Patient Clerks, Office of the Director and DPH Administrative Staff)

* **Please honestly rate your knowledge and/or ability to apply the skill today. There are no right or wrong responses.**

Use the categories below to select your answer.

NONE; I have no knowledge or don't understand this topic
AWARE; I have <u>limited</u> **knowledge of this topic**
INFORMED; I <u>understand</u> **and can** <u>explain</u> **this topic**
EXPERIENCED; I can <u>apply</u> **knowledge and skills related to this topic**
EXPERT; I am <u>highly skilled</u> **in this topic and could** <u>teach</u> **this to others**

	Self-Rating
Evaluate policies, programs, and/or services (e.g. customer experience or quality improvement)	⬍

Implementation and Communication Plan

Key Messages	• The Core Competencies are foundational skills and not specific to any discipline • The Core Competencies are important to your professional development, Healthy People 2020 Objectives, and DPH's Accreditation Process • The survey should be seen as an opportunity for professional development and should not be viewed as a punitive activity.
Metrics for Success	• All staff understand the importance of participating in the survey • All staff complete the survey between June 1st—June 30th • The Workforce Development Plan is updated • Staff incorporate the Core Competencies into their professional development goals
Communication Strategies	• Presentations and staff meetings • Department-wide communications (all staff email from our director, bi-weekly newsletter, huddle sheet) • Personalized emails to employees and managers

Personalized Results

- Emailed to every employee and manager
- Included a reference to the competency domain
- Reviewed with employee's manager at their monthly rounding session:
  - Managers given coaching guides
  - Employees encouraged to set a new professional development goal
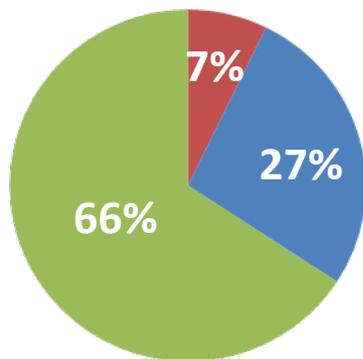
My Core Competency Self-Assessment (Program Support)
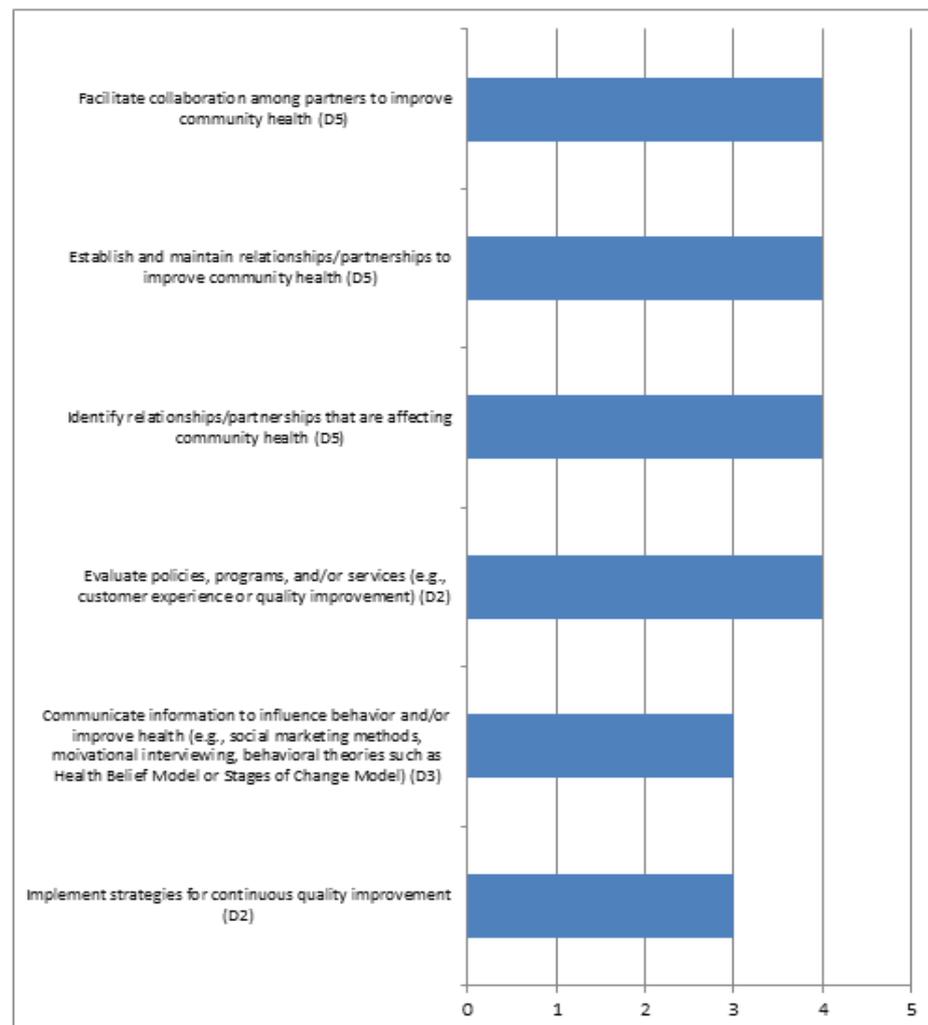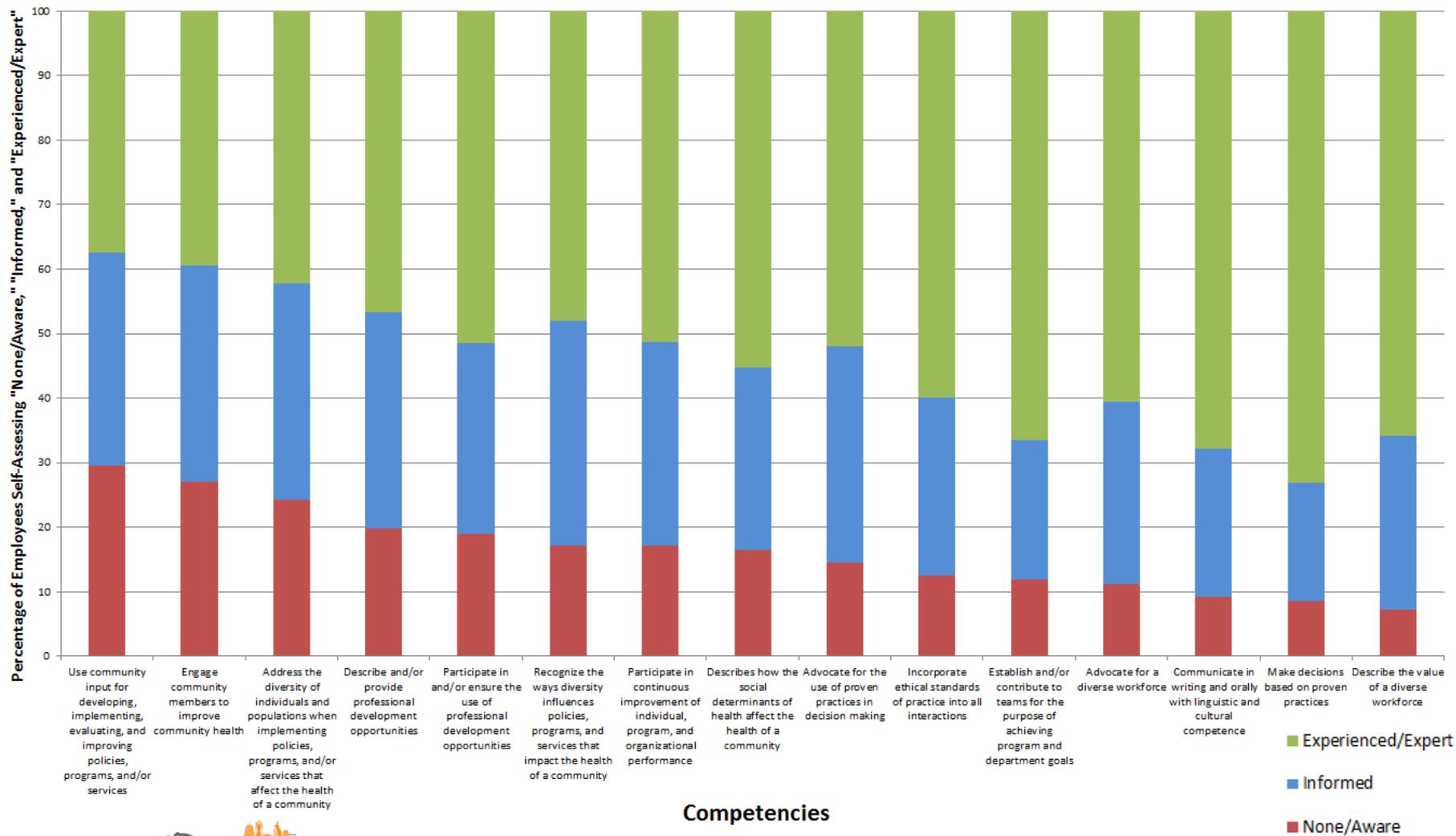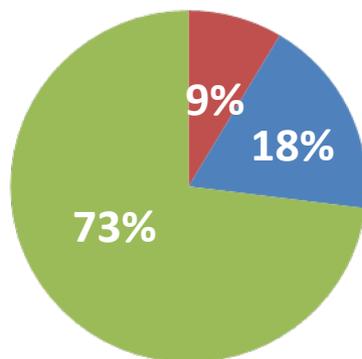
Department-Level Results
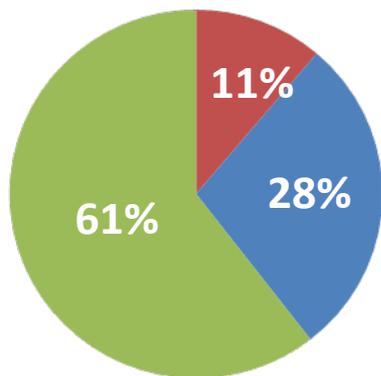
Department-Level Results:
Things We Do Well

Legend:
- Experienced/Expert
- Informed
- None/Aware

Describe the value of a diverse workforce
- 66% Experienced/Expert
- 27% Informed
- 7% None/Aware

Make decisions based on proven practices
- 73% Experienced/Expert
- 18% Informed
- 9% None/Aware

Advocate for a diverse workforce
- 61% Experienced/Expert
- 28% Informed
- 11% None/Aware

Establish and/or contribute to teams
- 66% Experienced/Expert
- 22% Informed
- 12% None/Aware
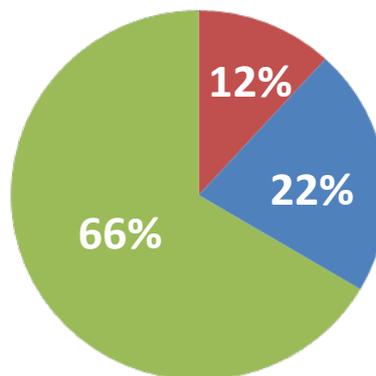
Communicate with linguistic and cultural competence
- 68% Experienced/Expert
- 23% Informed
- 9% None/Aware

Denver Public Health

The Council on Linkages
Between Academia and
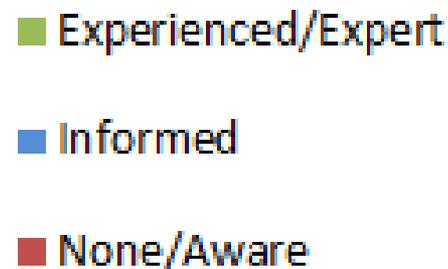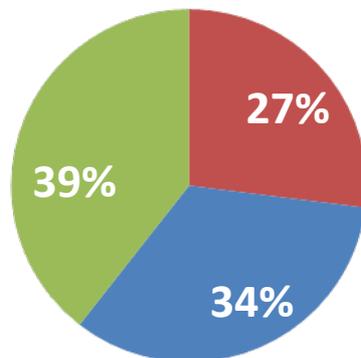Public Health Practice
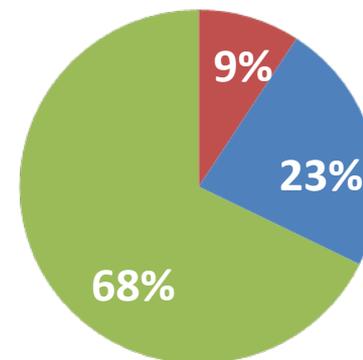
Department-Level Results:
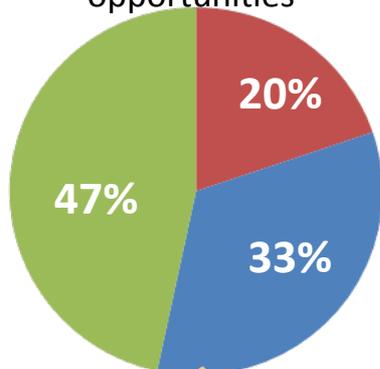## Opportunities for Growth

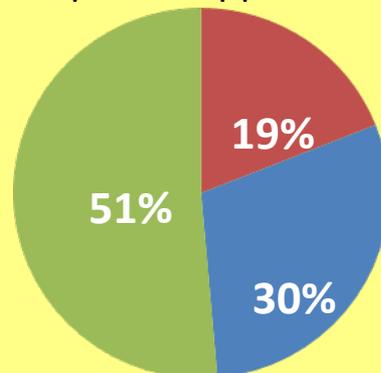**Use community input for developing, implementing, evaluating, and improving policies, programs, and/or services**
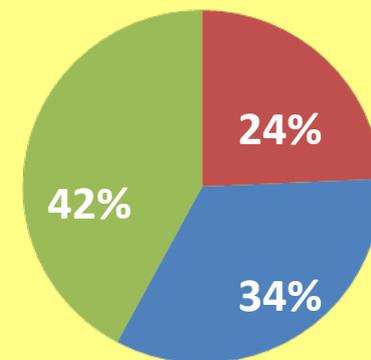

- 29%
- 38%
- 33%
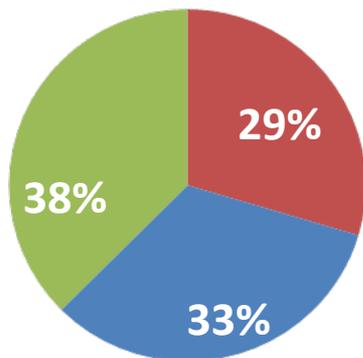
Engage community members to improve community health

- 27%
- 39%
- 34%

Legend:
- Experienced/Expert
- Informed
- None/Aware

Address the diversity of individuals and populations when implementing policies, programs, and/or services that affect the health of a community

- 24%
- 42%
- 34%

Describe and/or provide professional development opportunities

- 20%
- 47%
- 33%

Participate in and/or ensure the use of professional development opportunities

- 19%
- 51%
- 30%

The Council on Linkages Between Academia and Public Health Practice

Denver Public Health

Prioritizing Activities

Educating the Department: What is Professional Development?

High Impact

P.D. Tracking System (and the process)

Developing resource list for staff

Define rules/guidelines for manager discretion on time/money

Baseline data (environmental scan)

I | **C**

Low Difficulty

Clarification on conference expectations (including what happens after)

P.D.'s on annual reviews? (Clarify expectations)

High Difficulty

P | **K**

Revise funding guidelines (change wording/amounts)

Algorithm

Low Impact

Workforce Development Plan

High Level Tactics	Metric		Leaders	Target Date
Develop a culture of professional development at Denver Public Health	% of Core Competency survey respondents self-assessing as "experienced" or "expert" in "Participating in and/or ensuring the use of professional development opportunities" (2017 Target = 65%)		Elizabeth Rumbel	12/31/2017
Action Plans	**Achievement Indicator**	**Start Date**	**Leaders**	**Target Date**
Create a DPH definition of professional development	By 3/31/17, definition created	1/1/2017	Elizabeth Rumbel	3/31/2017
Present and vet the PD definition with program managers	By 4/5/2017, definition (through the form of a huddle sheet) vetted	3/1/2017	Elizabeth Rumbel	4/5/2017
Create leadership resources to support PD conversations within the context of rounding	By 5/31/2017, resources created: • Clarification on PD funding (revise funding guidelines and document how to request funding) • Questions to use during rounding	4/1/2017	Laura Weinberg Christy Mettenbrink Terri Olivieri Terry Stewart Carol McDonald Elizabeth Rumbel	5/31/2017

The Council on Linkages Between Academia and Public Health Practice

Core Competency Mentoring

Mentoring pilot—12 partnerships (24 participants total)

Commitment: Minimum of 1-hour per month, from October to June.

The Core Competency domains will help to guide the matching process:
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, and Leadership and Systems Thinking Skills

Mentees and Mentors were asked to complete a program application. This application included:
- Why they want to participate
- The Core Competency domain they would like to develop/have expertise in
- A brief assessment related to their communication style.

Tools and Resources to Support Core Competencies Use

- Determining Essential Core Competencies for Public Health Jobs: A Prioritization Process

- Core Competencies Tools
  - Self-assessment instruments
  - Job descriptions
  - Workforce development plans
  - Examples of use

- Competency-based training: TRAIN Learning Network

- Onsite assistance: Margie Beaudry – mbeaudry@phf.org

The Council on Linkages
Between Academia and
Public Health Practice

Additional Resources

❯ More information: www.phf.org/corecompetencies

❯ Stay informed:
  ❯ *Council on Linkages Update* – www.phf.org/councilupdate
  ❯ *PHF E-News* – www.phf.org/e-news
  ❯ *Public Health Learning* – www.phf.org/publichealthlearning

❯ Email questions:
  ❯ Kathleen Amos – kamos@phf.org
  ❯ Elizabeth Rumbel – Elizabeth.Rumbel@dhha.org

The Council on Linkages
Between Academia and
Public Health Practice

Thank You!

www.phf.org/corecompetencies