

Workforce Development Design Can be Fun: Aligning Job Descriptions and Workforce Competencies



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Public Health Foundation



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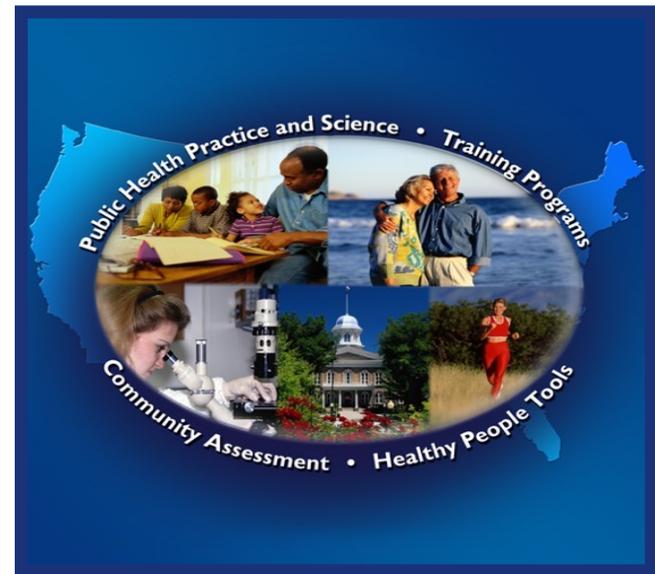
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Public Health Foundation

Mission:

We improve public health and population health practice to support healthier communities

www.phf.org



Experts in Quality Improvement, Performance Management, and Workforce Development

Kentucky Department for Public Health

- The mission of KDPH is to improve the health and safety of people in Kentucky through prevention, promotion and protection

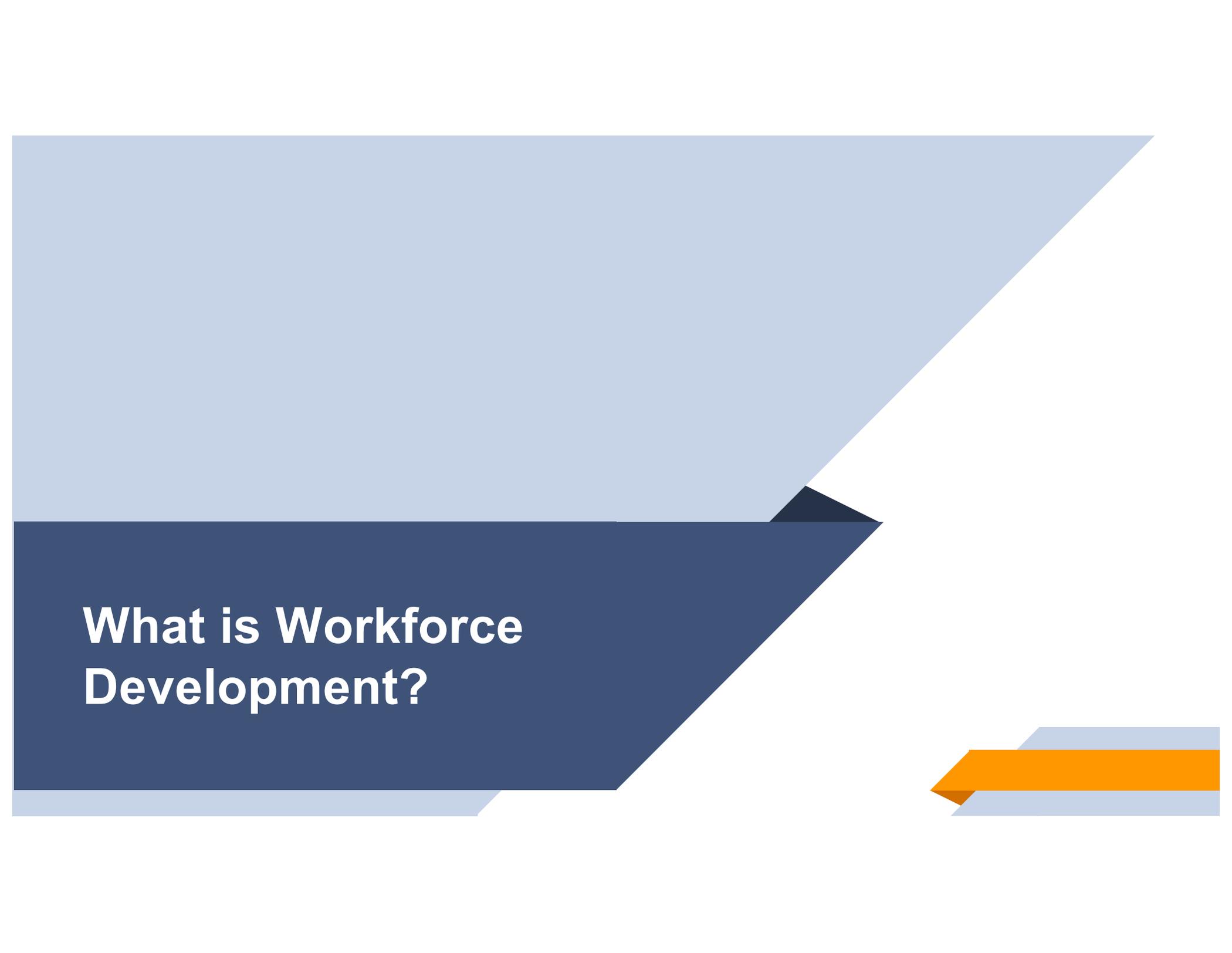


Kentucky Public Health

Prevent. Promote. Protect.

Today We Will Discuss

- Workforce development planning
- Core Competencies for Public Health Professionals and how they are used
- Practice with Core Competency Prioritization
- Kentucky Department for Public Health's experience with Core Competency Prioritization



What is Workforce Development?

Workforce Development

- Initiatives to **create, sustain, and retain** a viable workforce that can support current and future needs
- **Interconnected set of solutions** that can include preparing workers with needed skills, maximizing the potential of employees, and changes to culture and attitudes
- Goal of enabling **long-term success** for the employee and the organization

Workforce Development Efforts Contribute To...

- Ensuring sufficient workforce to meet needs
- Having a knowledgeable, skilled, competent, confident workforce
- Creating a positive work environment
- Reducing or mitigating staff turnover

What Does PHAB Say?



Build and support a diverse and skilled public health workforce.

Domain 8 focuses on the need for health departments to strategically support the development of a competent workforce to perform public health functions. A multi-disciplinary workforce that is matched to the specific community being served facilitates the ability to address the population's public health issues and advance equity. Strategic workforce development aligns staff recruitment, development, and retention with the health department's mission, goals, and strategic priorities.

DOMAIN 8 INCLUDES TWO STANDARDS		
Standard 8.1:		Encourage the development and recruitment of qualified public health workers.
Standard 8.2:		Build a competent public health workforce and leadership that practices cultural humility.
FOUNDATIONAL CAPABILITY MEASURES:		
Organizational Competencies	8.1.1 A:	Recruit and promote the development of a qualified and diverse public health workforce.
	8.2.1 A:	Develop and implement a workforce development plan and strategies.

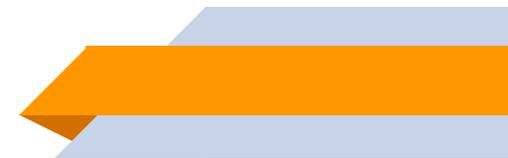
PHAB Reaccreditation Standards & Measures

- 8.1: Encourage the development and recruitment of qualified public health workers
 - ▷ 8.1.1 A: Recruit and promote the development of a qualified and diverse public health workforce

- 8.2: Build a competent public health workforce and leadership that practices cultural humility
 - ▷ 8.2.1 A: Develop and implement a workforce development plan and strategies
 - ▷ 8.2.2 A: Build a supportive work environment



Workforce Development Planning



Why Have a Workforce Development Plan?

- A high performing public health organization requires a high performing workforce with:
 - ▷ Skills and competence
 - ▷ Training and systems
 - ▷ Recruitment and retention
- Serving the public well – improving community health
- Public Health Accreditation Board Standards



Potential Components of a Workforce Development Plan

- ↵ Goals
- ↵ Description of current workforce
- ↵ **Assessment of competencies and prioritization of gaps**
- ↵ **Equity assessment**
- ↵ **Plans to address gaps**
- ↵ **Learning or educational opportunities**
- ↵ **Leadership and management development**
- ↵ Supportive work environment policies
- ↵ Staff satisfaction assessment and activities
- ↵ Relationships to develop future public health workers
- ↵ Recruitment and retention strategies
- ↵ IT to support goals
- ↵ Other

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Core Competencies for Public Health Professionals: What and Why?

Council on Linkages Between Academia and Public Health Practice



American College of Preventive Medicine
physicians dedicated to prevention

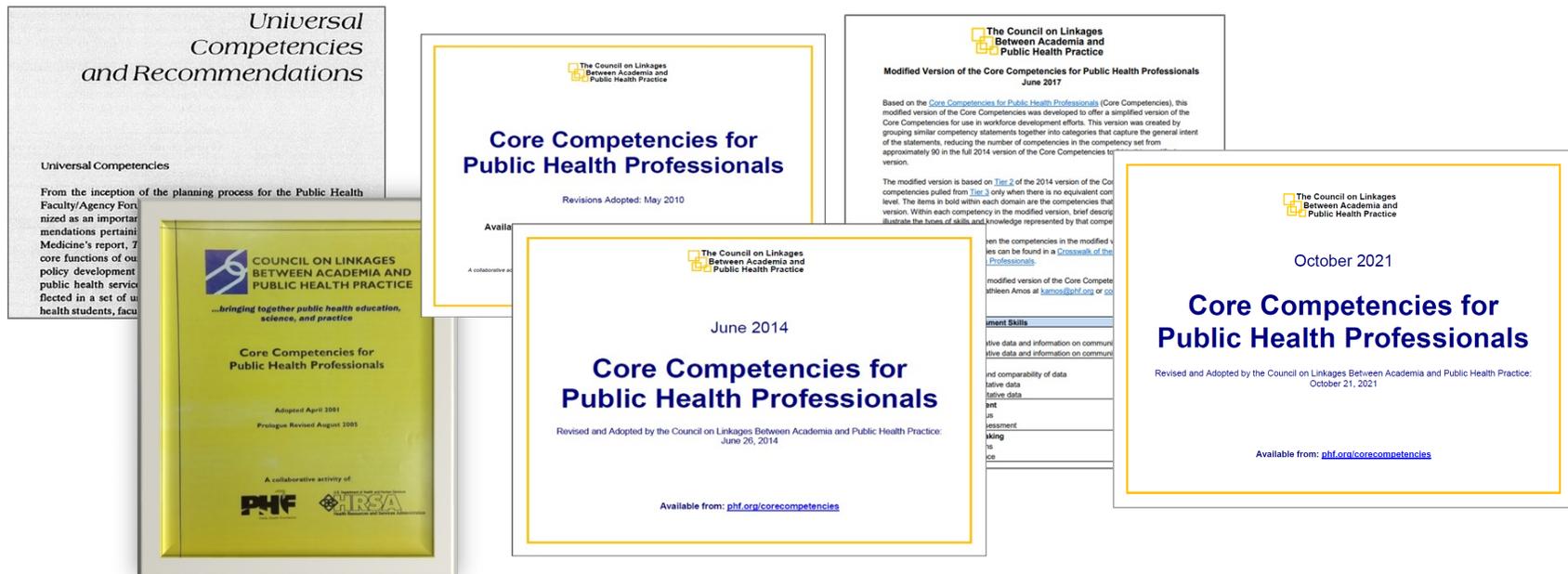


Council of Public Health
Nursing Organizations



Core Competencies for Public Health Professionals

- Consensus set of foundational or crosscutting knowledge and skills for public health professionals



Core Competencies for Public Health Professionals

- Consensus set of knowledge and skills 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
- Designed to **serve as a starting point** for organizations working to understand, assess, and meet training and other workforce development needs

Core Competencies for Public Health Professionals

1991

- Universal Competencies Developed

2001

- Core Competencies Released

2010

- Core Competencies Revised

2014

- Core Competencies Revised

2017

- Modified Core Competencies Released

2021

- Core Competencies Revised

Core Competencies for Public Health Professionals

8 Domains:

- ▷ Data Analytics and Assessment Skills
- ▷ Policy Development and Program Planning Skills
- ▷ Communication Skills
- ▷ Health Equity Skills
- ▷ Community Partnership Skills
- ▷ Public Health Sciences Skills
- ▷ Management and Finance Skills
- ▷ Leadership and Systems Thinking Skills

3 Tiers:

- ▷ Tier 1: Front Line and Program Support Responsibilities
- ▷ Tier 2: Program Management and Supervisory Responsibilities
- ▷ Tier 3: Senior Management and Executive Leadership Responsibilities

Core Competencies for Public Health Professionals: Competency Statements

Domain 1: Data Analytics and Assessment Skills
1.1. Describes factors that affect the health of a community
1.2. Accesses existing quantitative and qualitative data
1.3. Collects quantitative and qualitative data
1.4. Analyzes quantitative and qualitative data
1.5. Manages quantitative and qualitative data
1.6. Uses quantitative and qualitative data
1.7. Applies public health informatics in using data, information, and knowledge
1.8. Assesses community health status
Domain 2: Policy Development and Program Planning Skills
2.1. Develops policies, programs, and services
2.2. Implements policies, programs, and services
2.3. Evaluates policies, programs, services, and organizational performance
2.4. Improves policies, programs, services, and organizational performance

Core Competencies for Public Health Professionals: Subcompetency Statements

Domain 1: Data Analytics and Assessment Skills		
1.1. Describes factors that affect the health of a community (e.g., income, education, laws, environment, climate change, resilience, homelessness, food security, access to healthcare, racial equity, distribution of resources and power, social and community engagement, changing demographics)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
T1: 1.1.1. Identifies factors affecting the health of a community	T2: 1.1.1. Identifies factors affecting the health of a community	T3: 1.1.1. Identifies factors affecting the health of a community
T1: 1.1.2. Describes factors affecting the health of a community	T2: 1.1.2. Describes factors affecting the health of a community	T3: 1.1.2. Describes factors affecting the health of a community
1.2. Accesses existing quantitative and qualitative data (e.g., community input, big data, vital statistics, electronic health records, transportation patterns, employment statistics, environmental monitoring, health equity impact assessments, revenue and expenditures)		
<i>Tier 1 Subcompetencies:</i>	<i>Tier 2 Subcompetencies:</i>	<i>Tier 3 Subcompetencies:</i>
T1: 1.2.1. Identifies data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)	T2: 1.2.1. Determines data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)	T3: 1.2.1. Determines data needs (e.g., sub-county, real-time, trends, race and ethnicity, social determinants of health, surrounding jurisdictions, comparable jurisdictions for comparative purposes)
T1: 1.2.2. Identifies sources of existing data (e.g., what is available, what is accessible, how to access)	T2: 1.2.2. Determines sources of existing data (e.g., what is available, what is accessible, how to access)	T3: 1.2.2. Determines sources of existing data (e.g., what is available, what is accessible, how to access)
T1: 1.2.3. Analyzes the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	T2: 1.2.3. Analyzes the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)	T3: 1.2.3. Evaluates the quality of existing data (e.g., accuracy, bias, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness, applicability, generalizability)

Core Competencies Use

Used by:

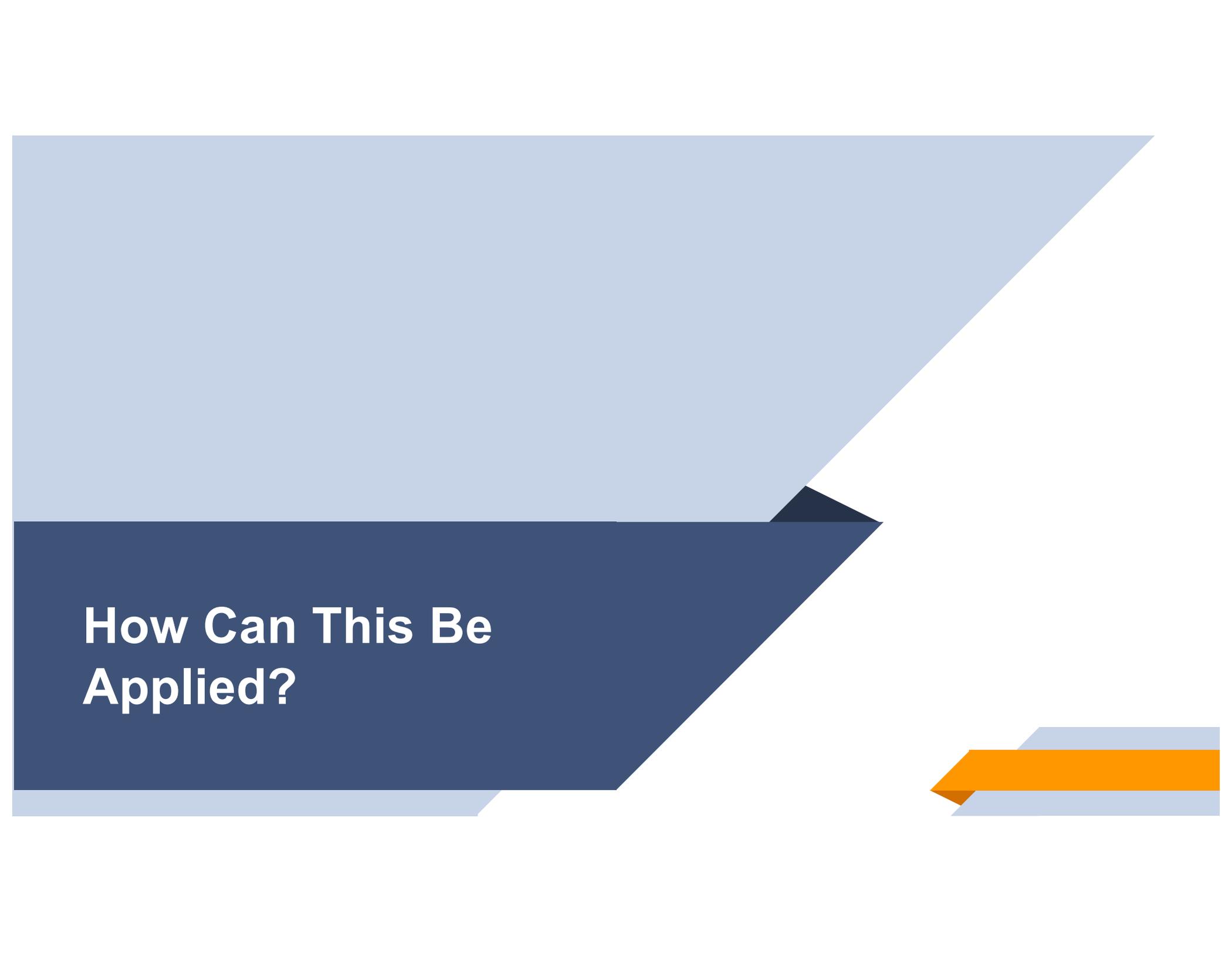
- ▷ ~80% of state health departments
- ▷ ~60% of tribal health organizations
- ▷ ~45% of local health departments
- ▷ ~25% of territorial health departments
- ▷ ~90% of academic public health-focused programs

Used in developing:

- ▷ Job descriptions
- ▷ Performance objectives
- ▷ Workforce competency/needs assessments
- ▷ Education and training
- ▷ Workforce development plans
- ▷ Discipline-specific competency sets

National Initiatives

- 10 Essential Public Health Services
- Healthy People 2030
 - ▶ Public Health Infrastructure Objectives: Increase the proportion of state/local/tribal/territorial public health agencies that use Core Competencies for Public Health Professionals in continuing education for personnel
- TRAIN Learning Network
 - ▶ Course providers can select competencies aligned with their courses and learners can search by competencies to build their knowledge and skills
- Accreditation
 - ▶ CEPH: Core Competencies were used in developing foundational competencies for accreditation criteria
 - ▶ PHAB Domain 8/Standard 8.2: Build a competent public health workforce and leadership that practices cultural humility

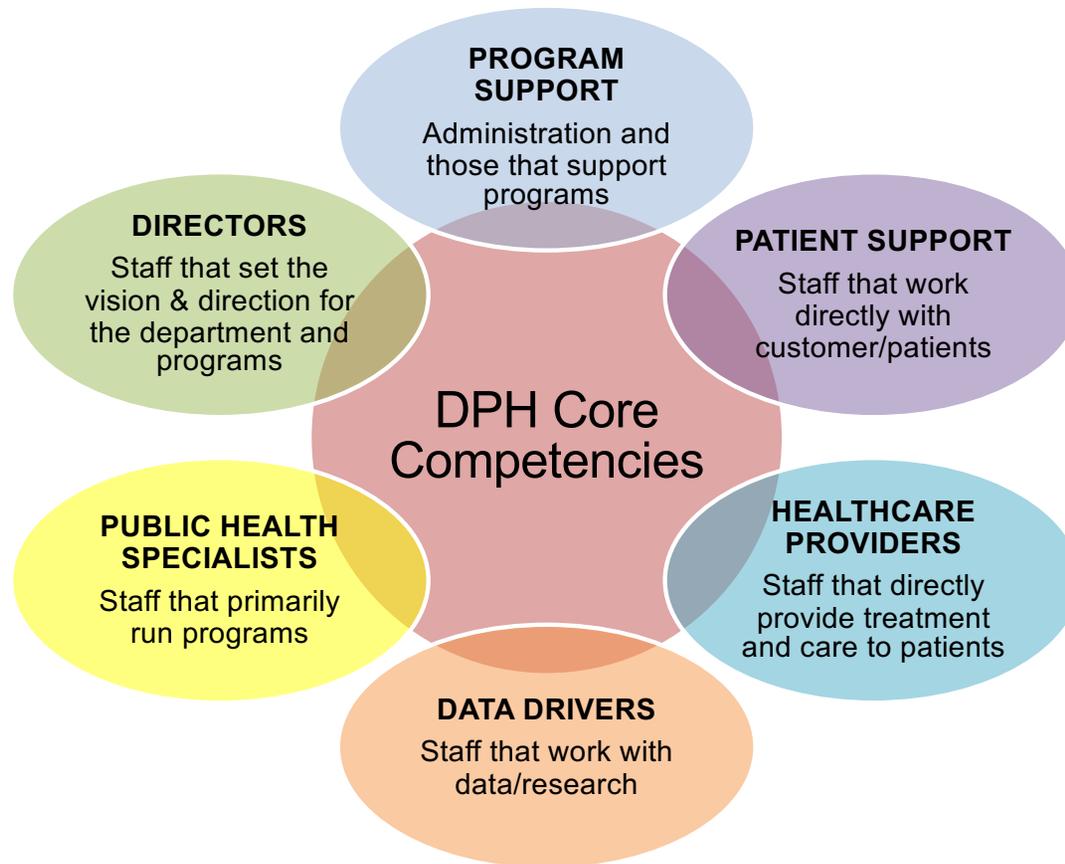
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**How Can This Be
Applied?**

Denver Public Health and the Core Competencies



Organizing Staff



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



Stay in the Know

- Online: www.phf.org/corecompetencies
- Newsletters:
 - ▷ Council on Linkages Update – www.phf.org/councilupdate
 - ▷ PHF E-News – www.phf.org/e-news
- Questions?
 - ▷ Kathleen Amos, kamos@phf.org



Core Competencies Resources

- ↵ Council on Linkages: www.phf.org/councilonlinkages
Collaborative of national organizations supporting public health workforce development
- ↵ Core Competencies: www.phf.org/corecompetencies
Consensus set of foundational knowledge and skills for the broad practice of public health
- ↵ Core Competencies Tools: www.phf.org/corecompetenciestools
Collection of tools to support use of the Core Competencies
- ↵ Examples of Core Competencies Use: www.phf.org/corecompetenciesexamples
Collection of examples of how organizations are using the Core Competencies
- ↵ TRAIN Learning Network: www.train.org/ky
Quality training opportunities for professionals who protect and improve the public's health

Want to know more?

Contact Kathleen Amos at kamos@phf.org.

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Competency Prioritization Process

Purpose

1

Align specific competencies with roles

2

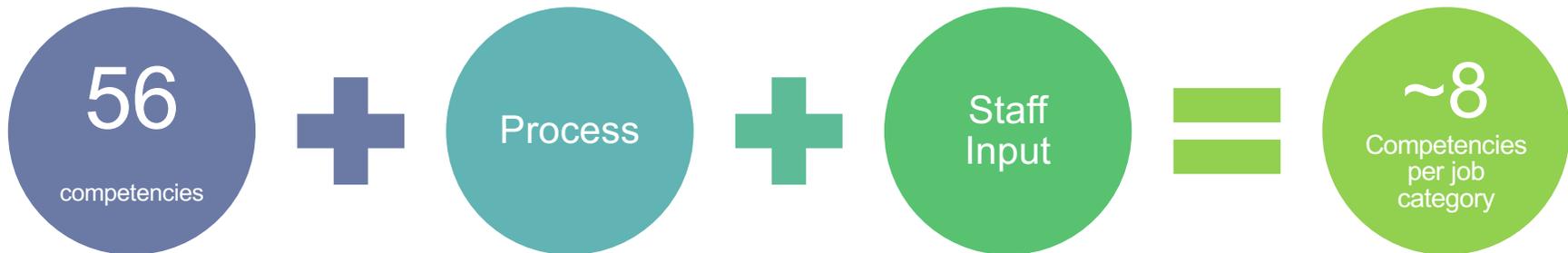
Use those competencies to assess workforce (strengths and gaps)

3

Use those specific assessments to drive training plans

Prioritization Process

- First, create groups or categories based on role
- Then, convene individual groups and prioritize



Expectations for Prioritization Workshops

- Strategic Thinking
- Not a training, but hopefully we all learn something
- Rank voting
- Discussion – The discussion helps us all think and make sense of the ideas before voting

Process

- ↪ Review the each Domain Competency
- ↪ Discuss in small groups
 - ▷ Which of these competencies is most related to your priority/daily work?
 - ▷ What are examples of your work that relate to these competencies?
- ↪ Vote

Ranked Prioritization Voting Process

Within your job category, what are the essential competencies (knowledge and skills) needed to support the work of the Public Health today?

Through discussion and voting, we'll move from 56 competencies to 22 and then to 8.

<u>Domain</u>	<u>Competencies</u>	<u>Pick Top</u>	<u>Total</u>	<u>Vote</u>
1.	8	3	} 22 → 8	
2.	7	3		
3.	4	2		
4.	7	3		
5.	5	2		
6.	4	2		
7.	13	4		
8.	8	3		



Process & Results

Kentucky's Experience



Why Core Competency Training

David Knapp

Founder of the Education and
Workforce Development Branch

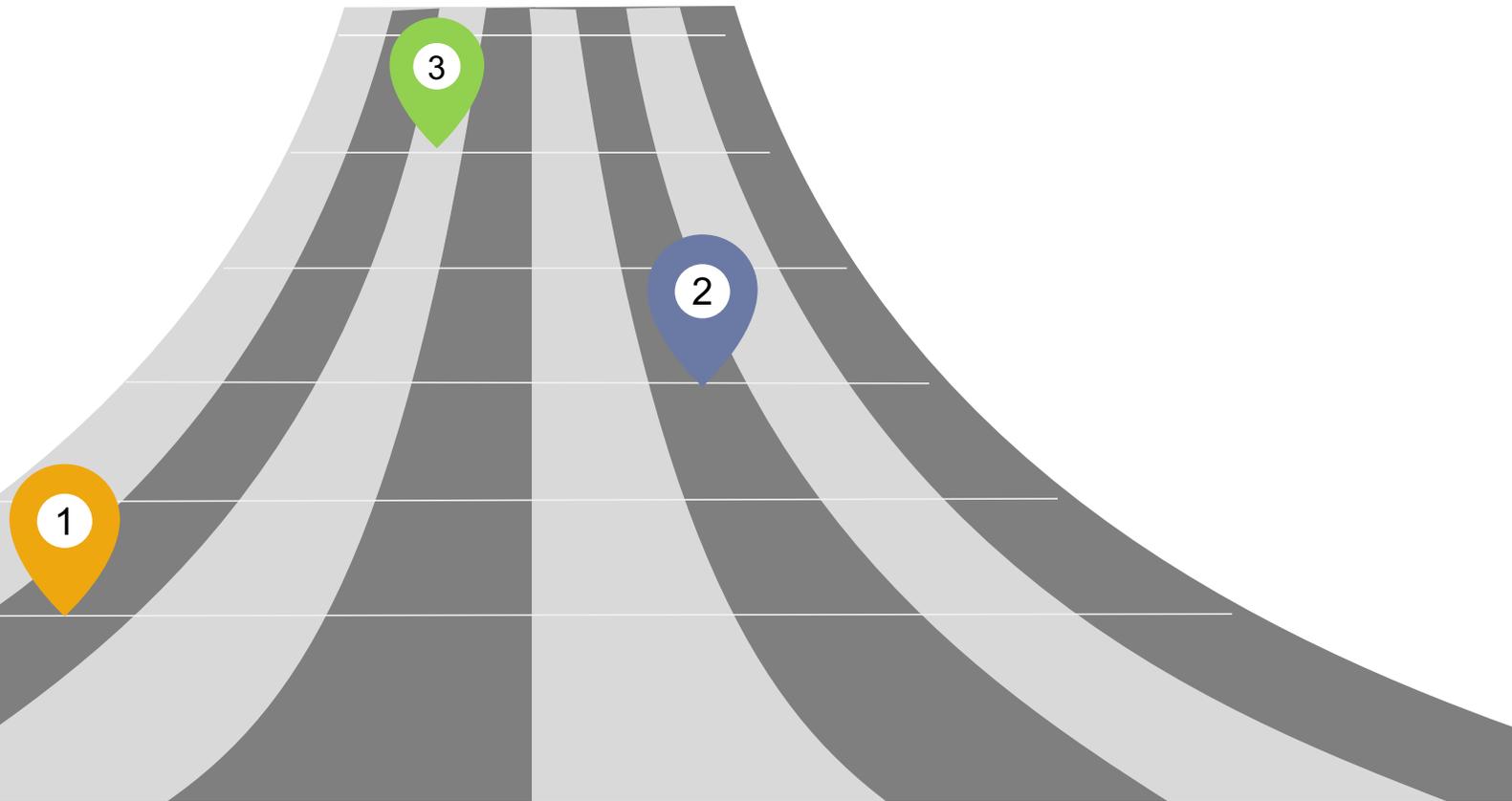
First TRAIN KY Admin

Over 20 years active with the
Council on Linkages





Creating a Pathway for Meaningful Education





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1

Core Competency Prioritization

Job Categories for Kentucky

- 7 **Program Support** Individuals who support programs, but do not have direct patient contact (may include administrative staff, executive assistants, performance improvement staff, marketing and communications staff)
- 7 **Patient/Customer Support** Individuals who serve patients or work in clinics or vital records (may include clerks, healthcare partners, clinic administrators, linkage to care staff)
- 7 **Public Health Specialists** Public health and population-oriented program staff (may include planners, coordinators, trainers, Health Educator)
- 7 **Data Drivers** Individuals who create or analyze data (may include epidemiologists, public health informaticians, researchers)
- 7 **Healthcare Providers** Licensed staff who provide direct care to patients (may include physicians, nurses, nurse practitioners, physician assistants, social workers)
- 7 **Preparedness Staff** Members of the Public Health Preparedness Branch
- 7 **Directors** Individuals who provide broad vision and direction for the organization and its programs (may include directors, associate directors, administrative directors, program directors)

Workshop Dates

Job Category	Workshop Date	Time
Program Support	November 9 th	9:00 – 11:00 AM
Patient/Customer Support	November 9 th	1:00 – 3:00 PM
Public Health Specialists	November 10 th	9:00 – 11:00 AM
Data Drivers	November 15 th	9:00 – 11:00 AM
Healthcare Providers	November 17 th	9:00 – 11:00 AM
Preparedness Staff	November 17 th	1:00 – 3:00 PM
Directors	November 22 nd	9:00 – 11:00 AM

Program Support	Customer Support	Public Health Specialist	Data Driver	Health Care Provider	Preparedness	Directors
1.2. Accesses existing quantitative and qualitative data	2.2. Implements policies, programs, and services	2.2. Implements policies, programs, and services	1.3. Collects quantitative and qualitative data	1.2. Accesses existing quantitative and qualitative data	1.8. Assesses community health status	2.1. Develops policies, programs, and services
1.4. Analyzes quantitative and qualitative data	2.4. Improves policies, programs, services, and organizational performance	2.4. Improves policies, programs, services, and organizational perform	1.4. Analyzes quantitative and qualitative data	1.6. Uses quantitative and qualitative data	3.2. Communicates with internal and external audiences	2.3. Evaluates policies, programs, services, and organizational performance
2.3. Evaluates policies, programs, services, and organizational performance	3.2. Communicates with internal and external audiences	3.2. Communicates with internal and external audiences	1.7. Applies public health informatics in using data, information, and knowledge	3.1. Determines communication strategies	5.2. Establishes relationships to improve community health and resilience	2.4. Improves policies, programs, services, and organizational performance
3.2. Communicates with internal and external audiences	5.2. Establishes relationships to improve community health and resilience	3.4. Facilitates communication among individuals, groups, and organizations	3.2. Communicates with internal and external audiences	3.2. Communicates with internal and external audiences	5.4. Collaborates with community members and organizations	4.1. Applies principles of ethics, diversity, equity, inclusion, and justice
7.6. Manages financial resources	5.3. Maintains relationships that improve community health and resilience	5.2. Establishes relationships to improve community health and resilience	4.7. Advocates for health equity and social and environmental justice	5.2. Establishes relationships to improve community health and resilience	6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	7.10. Applies critical thinking in decision making
7.8. Manages programs and services	7.4. Engages in professional development	7.10. Applies critical thinking in decision making	5.4. Collaborates with community members and organizations	5.4. Collaborates with community members and organizations	7.10. Applies critical thinking in decision making	7.11. Engages individuals and teams to achieve program and organizational goals
8.5. Responds to emerging needs	7.10. Applies critical thinking in decision making	7.11. Engages individuals and teams to achieve program and organizational goals	6.3. Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services	7.10. Applies critical thinking in decision making	7.11. Engages individuals and teams to achieve program and organizational goals	7.3. Manages human resources
8.8. Advocates for public health	8.5. Responds to emerging needs	7.12. Facilitates collaboration among individuals, groups, and organizations	7.10. Applies critical thinking in decision making	7.4. Engages in professional development	8.5. Responds to emerging needs	7.4. Engages in professional development
	8.8. Adovcates for public health	8.5. Responds to emerging needs	8.5. Responds to emerging needs	8.5. Responds to emerging needs	8.8. Advocates for public health	8.4. Creates opportunities for creativity and innovation
				8.8. Adovcates for public health		8.5. Responds to emerging needs

The Data: Top Prioritized Competencies

-  Responding to Emerging Needs
-  Communicating with Internal and External Audiences
-  Applies Critical Thinking in Decision Making

Not my job...



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Competencies not selected by any group in the first priority voting period

1.5 Manage quantitative and qualitative data

2.6 Engage in organizational strategic planning

2.7 Engage in community health improvement planning

5.1 Describe conditions, systems, and policies affecting community health and resilience

5.5 Share power and ownership with community members and others

7.1 Describe factors that affect the health of an organization

7.9 Engage in contingency planning

7.13 Engage in performance management



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2

Workforce Assessment



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3

Training specific to the needs of
our staff

What comes next?

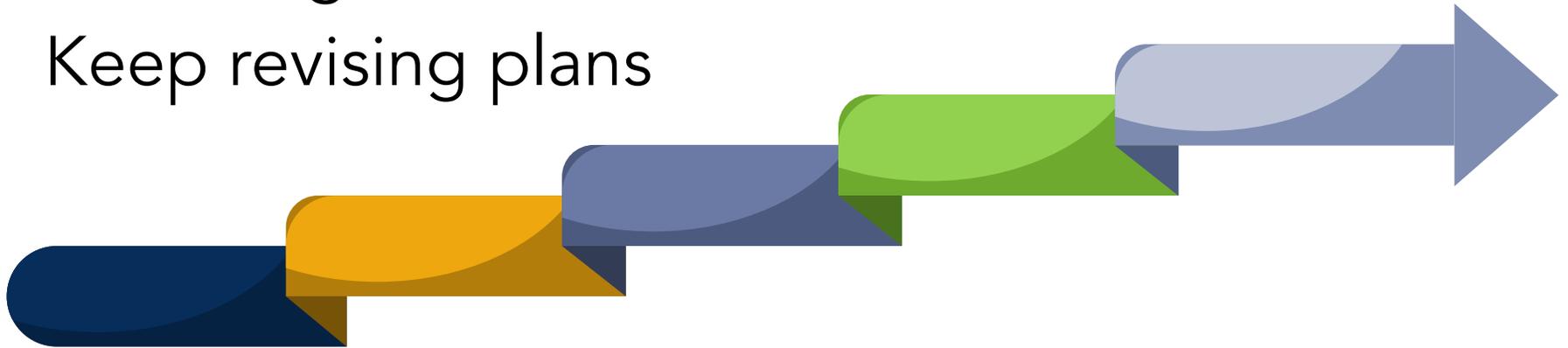


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Future Steps – Maintain a Cycle

- ↪ Next Core Competency Update
- ↪ Prioritize with the whole department again
- ↪ Assess again
- ↪ Keep revising plans





THANK YOU!