

**Workforce Development
New Local Health Officer Orientation
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Learning Objectives

- Describe the purpose of assessing workforce competency
- Identify the methods utilized to research, develop and implement the 2013 Wisconsin workforce assessment
- Interpret the findings of the workforce assessment
- Examine the WiCPHET on-line assessment workforce tool
- Describe the new Council on Linkages Core Competencies
- Discuss assessment plans of new HRSA Region 5 Regional Public Health Training Center
- Generate ideas regarding how the workforce assessment results can be utilized
- Describe how other Local Health Departments have used the assessment data
- Identify ways in which the assessment data can be utilized to meet accreditation standards
- Relate Public Health Accreditation Standards and Council on Linkages Core Competencies for Public Health Professionals to Performance Evaluation and Training Plans
- Describe elements of successful performance evaluation and professional development plans

Public Health Training Centers

- Wisconsin Center for Public Health Education and Training
- One of 37 PHTCs in the country
- Mandated to complete workforce assessment
- Completed assessment 2013
- Changes to PHTC system in 2014

Why Assess Competency?

- “...an assessment of current competency levels and needs is essential to develop and deliver the appropriate competency-based training, as well as to evaluate the impact of that training in practice settings” (IOM 2002, p. 119)
- Continuous Quality Improvement
- Accreditation

Accreditation Version 1.0

Standard 8.1: Encourage the development of a sufficient number of qualified public health workers.

Standard 8.2: Assess staff competencies and address gaps by enabling organizational and individual training and development opportunities.

Accreditation Version 1.5

Standard 8.1: Encourage the development of a sufficient number of qualified public health workers.

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.

Background

- Researched how other PHTCs had completed workforce assessments (MO, OH, IN, NC)
- Utilized the Council on Linkages Competency (COL) set
- Web-based survey designed to provide information at the individual, agency, regional and state level
- Used the “three tier” COL system

3 Tiers

Tier 1 Core Competencies apply to public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these public health professionals may include basic data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.

Tier 2 Core Competencies apply to individuals with program management and/or supervisory responsibilities. Other responsibilities may include: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues etc.

Tier 3 Core Competencies apply to individuals at a senior/management level and leaders of public health organizations. In general, an individual who is responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and/or building the organization's culture can be considered to be a Tier 3 public health professional.

COL Domains

The eight domains are:

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

Individual Level

- Individual respondents rated the **Importance** of each of the competencies for completing their job and;

- Their **Confidence** to complete the competency

**Wisconsin Local Health Department/Tribal Health Center
Workforce Training Needs Assessment**

This assessment is based on the COL Core Competencies for Public Health Professionals. The Competency set is comprised of 6 "domains" (e.g. Analytical and Assessment Skills, Communication Skills) each with from 6 to 14 competency items. For each of the competencies please tell us:

1. How important the competency is for completing your primary job responsibilities.
2. What your level of confidence is for completing the competency.

For the **Importance to your job items**, rate your confidence on the 1-4 scale where:

- 1 = This skill is not important for performing my current job.
- 2 = This skill is slightly important for performing my current job.
- 3 = This skill is moderately important for performing my current job.
- 4 = This skill is very important for performing my current job.

For the **Confidence to complete items**, rate your confidence on the 1-4 scale where:

- 1= None/Very little I am unaware, or have very little knowledge of the item
- 2=Aware I have heard of it; limited knowledge and/or ability to apply the skill
- 3=Knowledgeable I am comfortable with knowledge or ability to apply the skill
- 4=Proficient I am very comfortable, an expert, could teach this to others

Check "NA" if you feel this competency does not apply to your current responsibilities.

1. Analytical and Assessment Skills

1.1 Assess the health status of populations and their related determinants of health and illness.

	1	2	3	4	NA
1.1.1: Importance to job	<input type="radio"/>				
1.1.2: Confidence to complete	<input type="radio"/>				

1.2. Describe the characteristics of a population-based health problem

	1	2	3	4	NA
1.2.1: Importance to job	<input type="radio"/>				
1.2.2: Confidence to complete	<input type="radio"/>				



We thank you for your time spent taking this survey.
Your response has been recorded.

Below is a summary of your responses

[Download PDF](#)

**Wisconsin Local Health Department/Tribal Health Center
Workforce Training Needs Assessment**

The functioning of a local health department or Tribal Health Center, depends to a great degree on the competency of its workforce. Improving competency is dependent on a number of factors, including opportunities for workers to access high quality education and training that is targeted at the most important areas of competency. Developing and delivering such targeted educational opportunities require an assessment of the competency of the workforce and an understanding of what workers think are the most important aspects of their job responsibilities.

The table below provides the mean scores for each of the 8 domains separately and across all 8 domains combined. The results from this assessment can be utilized to help you think about a personal plan for improving your competency.

One way to use the results is to look at the mean score for each of the domains and prioritize the domains where your Confidence scores were lowest to guide your choice of additional training. Alternatively, you could look at the domains or individual competencies where your Importance score exceeds your Confidence score and focus on those competencies. To help you with this, the "Need Score" below for each domain is calculated by subtracting the Importance mean from the Confidence mean, a negative score suggesting this might be a domain to consider.

In either case, a great way to find trainings is to log on to the Wisconsin TRAIN system at <https://train.org/development/health.aspx> where you can search for trainings that specifically address the COC competencies utilized in this assessment. Another possibility would be to discuss your results with your supervisor or another trusted mentor or colleague to help you think about learning opportunities to strengthen your competency as a public health professional.

The next page will give you a copy of all your responses and an opportunity to download a pdf copy of all your results. Click the forward button and be patient, it may take a few seconds to move on to the next page.

Category Title	Confidence to Complete (Mean Score)	Importance to Job (Mean Score)	Need Score
Analytical and Assessment Skills	3.27	3.55	-0.28
Policy Development and Program Planning Skills	2.83	3.33	-0.5
Communication Skills	3.17	3.33	-0.16
Cultural Competency Skills	3.86	3.29	0.57
Community Dimensions of Practice Skills	3.27	3.73	-0.46
Public Health Science Skills	3.3	3.5	-0.2
Financial Planning and Management Skills	3.2	3.4	-0.2
Leadership and Systems Thinking Skills	3.33	3.44	-0.11
Averages:	3.28	3.45	-0.17

State-level Summary

After first wave of data collection

- 56 of 88 Local Health Departments had at least one respondent
 - 4 of the 11 Tribal Health Centers had at least one respondent

After second wave

- 73 of 88 Local Health Departments had at least one respondent
- 4 of the 11 Tribal Health Centers had at least one respondent

State-level Summary

After first wave

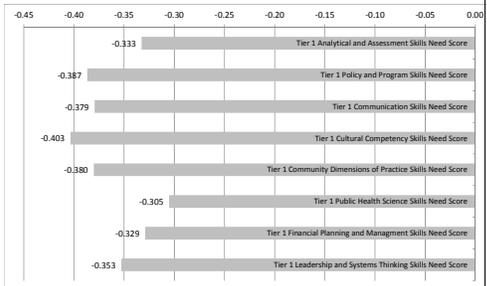
- ~ 600 completed at least part of survey
- ~ 400 very complete surveys

After second wave

- 773 completed at least part of the assessment
- 551 very complete surveys

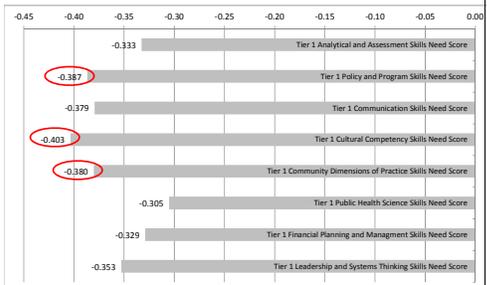
Need Scores by Tier

Figure 2: Need Scores- Tier 1



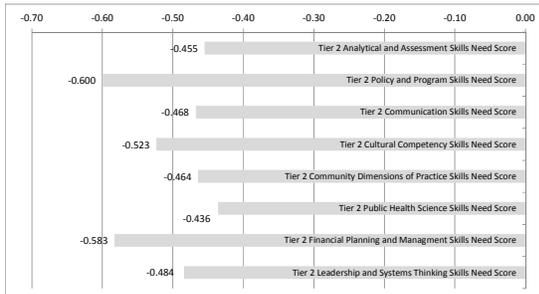
Need Scores by Tier

Figure 2: Need Scores- Tier 1



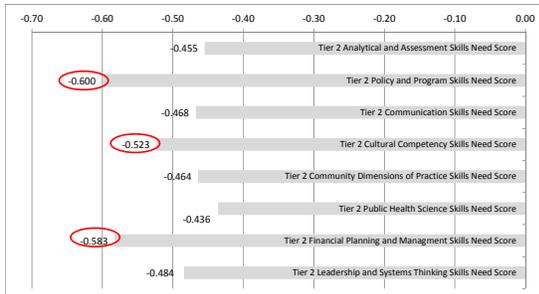
Need Scores by Tier

Figure 4: Need Scores- Tier 2



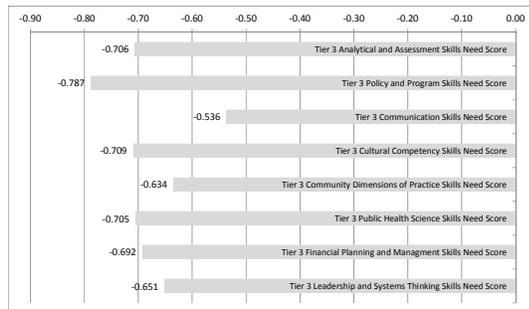
Need Scores by Tier

Figure 4: Need Scores- Tier 2



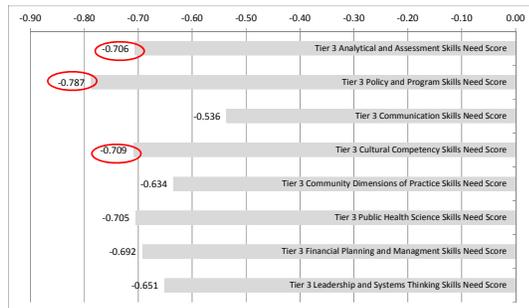
Need Scores by Tier

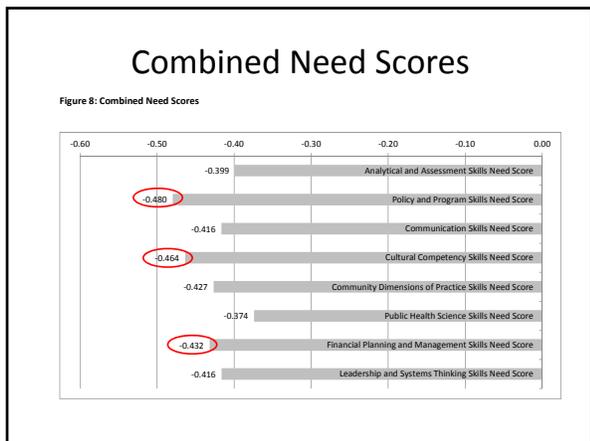
Figure 6: Need Scores- Tier 3



Need Scores by Tier

Figure 6: Need Scores- Tier 3



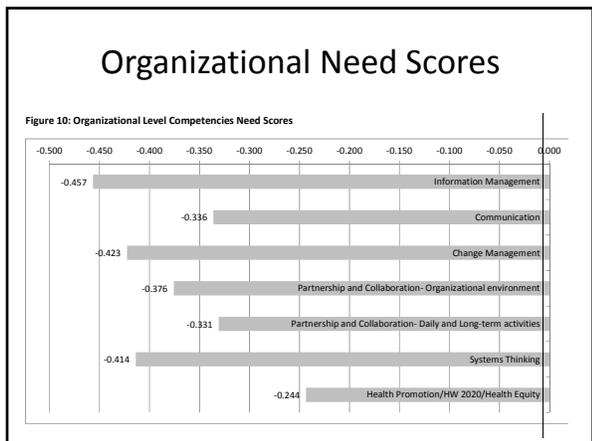


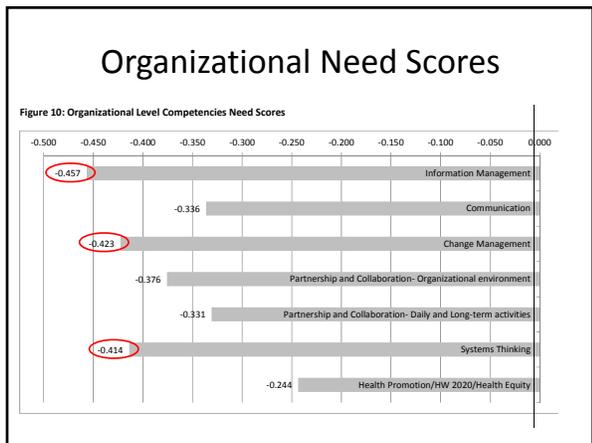
Organizational Competencies

- Included 7 questions based on the *Public Health Competency Handbook* (Nelson, Essien, Lowdermilk & Cohen 2002)
- Respondents rated organization on **Performance** and **Importance** of competency
- Need Score calculated

Organizational Competencies

1. **Information Management**- Provides ongoing training and technical assistance to improve data collection methods and enhance utilization of information
2. **Communication**- Listens and learns in order to adapt personal and professional behavior to culturally unique needs of organization members
3. **Change Management**- Identifies the need for, and the direction of, adaptation and change within the organization through creating, acquiring, and transferring knowledge.
4. **Partnership and Collaboration**- Promotes an organizational environment that facilitates team building, team problem-solving, and self-managing work.
5. **Partnership and Collaboration**- Supports daily and long-term activities characterized by teamwork, consensus, and participation.
6. **Systems Thinking**- Acknowledges that a problem exists and involves stakeholders at all levels of the organization in its solution.
7. **Health Promotion**- Healthy Wisconsin 2020 and Health Equity- Advocates for elimination of health disparities and support of health equity in all organizational activities so everybody in the community can be healthy.





- ### Areas of Need
- Top 3 Individual** areas of need (combined)
1. Policy Development and Program Planning Skills
 2. Cultural Competency Skills
 3. Financial Planning and Management Skills
- Top 3 Organizational** areas of need
1. Information Management
 2. Change Management
 3. Systems Thinking

Areas of Need

More targeted training by Tiers could focus on the following:

Top 3 Individual areas of need Tier 1

1. Cultural Competency Skills
2. Policy Development and Program Planning Skills
3. Community Dimensions of Practice

Top 3 Individual areas of need Tier 2

1. Policy Development and Program Planning Skills
2. Financial Planning and Management Skills
3. Cultural Competency Skills

Top 3 Individual areas of need Tier 3

1. Policy Development and Program Planning Skills
2. Cultural Competency Skills
3. Analytical and Assessment Skills

Reports/Use of Data

- All participating LHDs/THCs with ≥ 4 respondents received an Agency Specific, a Regional and a State level report
- Regional and State-level reports sent to all LHDs/THCs, DPH, RODs, and posted to WiCPHET website
- Individual organizations can use data for in-house workforce planning and for accreditation



Regional PHTC

- Changes to PHTC system
- 10 Regional PHTCs
- HRSA Region 5- University of Illinois- Chicago
- Wisconsin- Local Performance Site
- Assessment scheduled for August 2015
