Workforce Development Plans for Tribal Public Health Accreditation

Karrie Joseph
Public Health Programs Manager
Keweenaw Bay Indian Community Tribal ASI Site Visit
Nov. 30 – Dec. 1, 2016
Presentation Overview/Agenda

• Workforce in Indian Country
• Organizational and Workforce Assessments
• Workforce Development Plan
  • PHAB Domain 8
Purpose: To advocate on behalf of all federally recognized American Indian and Alaska Native Tribes to ensure the fulfillment of the trust responsibility to deliver health and public health services as assured through treaties, and reaffirmed in legislation, executive orders and Supreme Court cases.

Mission Statement: One Voice affirming and empowering American Indian and Alaska Native Peoples to protect and improve health and reduce health disparities.
Public Health Workforce in Indian Country

**Chart 17. Public Health Occupations Employed by THD/Os**

- Health program managers, administrators, directors: 95.5%
- Registered nurse: 85.7%
- Physician: 69.6%
- Nurse practitioner, physician assistant: 65.2%
- Community health representatives: 60.7%
- Environmental health specialists: 29.5%
- Epidemiologist/statistician: 6.3%
- Health educator: 46.4%
- Nutritionist/dietitian: 53.6%
- Dentist: 55.4%
- Traditional healer: 14.3%
- Alternative medicine: 10.7%
- Information systems specialist: 49.1%
- Behavioral health professional: 77.7%
- Emergency preparedness: 32.1%
- Administrative Clerical: 82.1%
10 Essential Services of Public Health

12 PHAB Domains of PH Accreditation align with 10ES model
Twelve Domains of Standards

**Domain 1:** Conduct assessments focused on population health status and health issues facing the community

**Domain 2:** Investigate health problems and environmental public health hazards to protect the community

**Domain 3:** Inform and educate about public health issues and functions

**Domain 4:** Engage with the community to identify and solve health problems

**Domain 5:** Develop public health policies and plans

**Domain 6:** Enforce public health laws and regulations

**Domain 7:** Promote strategies to improve access to healthcare services

**Domain 8:** Maintain a competent public health workforce

**Domain 9:** Evaluate and continuously improve processes, programs, and interventions

**Domain 10:** Contribute to and apply the evidence base of public health

**Domain 11:** Maintain administrative and management capacity

**Domain 12:** Build a strong and effective relationship with governing entity
The Big 7 Plans/Processes

• Community Health Assessment
• Community Health Improvement Plan
• Health Department Strategic Plan
• Emergency Operations Plan
• Performance Management System
• Quality Improvement Plan
• Workforce Development Plan

~ Branding Strategy
PHAB Domain 8: Maintain a Competent Public Health Workforce
Domain 8 Standards

Standard 8.1  Encourage the Development of a Sufficient Number of Qualified Public Health Workers

Standard 8.2  Ensure a Competent Workforce through
~Assessment of Staff Competencies,
~Provision of Individual Training and Professional Development,
~Provision of a Supportive Work Environment
Workforce Assessment
Workforce Assessment can answer....

• What are the gaps in staff positions (10 Essential Services)?
• What are the capabilities of your staff as compared against competencies?
• What are gaps in competencies for staff?
• What is your plan for staff development?
• What is your plan for future staffing and skills needed for a changing public health environment?
• How will you evaluate your WFD plan?
• And.......?
Workforce Development Pitfalls

1. Expecting HR to “Own” Workforce Planning
   ✓ Everyone owns it.

2. Failing to See the Bigger Picture
   ✓ Workforce planning is a strategic exercise, not a short-term budgeting endeavor.
   ✓ The goal is not to slot employees onto project teams or into schedules, but to ensure managers prepare a future Workforce to execute the organization’s objectives.
   ✓ It is also critical for the Workforce Development Plan to estimate the impact of business changes that are expected to occur beyond the forecast time frame.

3. Trying to Run Before You Can Walk
4. Talking in a Different Language to the Board and Senior Management

- Quantify the impact, making it possible for senior management to understand the value of Workforce planning to the organization.
- What are the costs associated with vacancies in critical job roles, in terms of lost revenue, missed deadlines, or increased contractor costs?
- What are the estimated costs and savings of reductions in voluntary turnover for critical job roles and/or tenure groups, in terms of reduced training and talent acquisition costs?
- How much return will be recognized from an investment in tools or training to enhance productivity?
- What savings can be realized by developing employees internally rather than recruiting externally?
Workforce Development Pitfalls

5. Falling at the Last Hurdle: Implementation
   - Failing to put in place the processes to bridge the gap between current Workforce (supply) and future needs (demand).
   - Too often, the Workforce Development Plan becomes an academic exercise, another HR activity or a document that grows dusty on a shelf and never get actioned.

6. Planning Without the Right Skills

Source: SuccessFactors White Paper: Workforce Planning Pitfalls
Lessons Learned

• Proactive staff and leadership engagement
• Consistent communication messaging about WF Development
• Dedicated resources for individual and team development
• Link with mission, culture and values

Workforce Development Plan?

• A public health workforce development plan sets forth objectives and strategies that are aimed at training or educational programs to bring public health employees up to date on the skills necessary to do their jobs better or to train the next generation of public health workers and leaders.
Workforce Development Plan

• The plan must:
  • Address the collective capacity and capability of the department workforce and its units.
  • Address gaps in capacity and capabilities and include strategies to address them.
  • Be responsive to the changing environment and include consideration of areas where the technology advances quickly such as information management and (digital) communication science.
  • Be responsive to the changing environment and include considerations of areas where the field is advancing, for example, emergency preparedness training, health equity, and cultural competence.
8.2.1.1 Workforce Development Plan

Required Documentation

• WFD Plan must include: Assessment of staff competencies against the adopted core competencies.
Planning Consideration....

What set(s) of competencies should you include?

p. 14 ASTHO Workforce Development Plan Toolkit
  NH Competency Framework
Common to use Council on Linkages Core Competencies for Public Health Professionals
Planning Consideration....

How will you assess competencies?

Individual self-assessment, performance reviews

http://www.phf.org/resourcestools/Pages/Competency_Assessments_For_Public_Health_Professionals.aspx
How do you determine the gaps in competencies and prioritize?

http://www.phf.org/resourcetools/Documents/3-Step_Competency_Prioritization_Sequence.pdf
Core Competencies for Public Heath Professionals

• Domains
  • 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

• Tiers
  • Tier 1 – Front Line Staff / Entry Level
  • Tier 2 – Program Management / Supervisory Level
  • Tier 3 – Senior Management / Executive Level
8.2.1.1 Workforce Development Plan

Required Documentation

WFD Plan must include: Training schedules and a description of the material or topics to be addressed in the training curricula to address gaps in staff competencies.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Target Audience</th>
<th>Competencies Addressed</th>
<th>Schedule</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous Quality Improvement Basics</td>
<td>Three module, online introduction to CQI basics</td>
<td>QI team members, Senior Leadership</td>
<td>COL Core: 8A7, 8B7, 8C7 and PHAB requirement</td>
<td>August 2016</td>
<td><a href="http://www.cphplearn.org">www.cphplearn.org</a></td>
</tr>
<tr>
<td>Public Health Combined Conference</td>
<td>Annual Ohio conference for public health practitioners; CE opportunity</td>
<td>Senior Leadership</td>
<td>Varies</td>
<td>May 2016</td>
<td><a href="http://www.ohiopha.org">www.ohiopha.org</a></td>
</tr>
<tr>
<td>HIPAA Compliance</td>
<td>Mandatory training on patient confidentiality</td>
<td>All Staff</td>
<td>Mandate</td>
<td>Annually</td>
<td>Link to online HIPPA training here</td>
</tr>
</tbody>
</table>
8.2.1.1 Workforce Development Plan

**Required documentation**

A WFD Plan must include: A description of barriers/inhibitors to the achievement of closing gaps or addressing future needs in capacity or capabilities and strategies to address those barriers/inhibitors.
Ohio State University

• Workforce Development Plan Template

https://cph.osu.edu/practice/workforce-development-plan-template
PHAB Documentation

• Can be developed by HD, partners, contracted service providers
• Must be in use by the HD
• Cannot use clinical (individual care) documentation
• Must show evidence of authenticity
• Must include a date
Required Documentation 8.2

8.2.1
- Workforce Development Plan
- Implemented workforce development strategies

8.2.2
- Recruitment of qualified individuals for specific positions
- Recruitment of individuals who reflect the population served (efforts of not success of)
- Retention Activities
- Position description, available to all staff
- A process to verify staff qualifications
- Verified qualifications for all staff hired
8.2.2 A Competent HD Workforce

- Recruitment of qualified individuals for specific positions
- Recruitment of individuals who reflect the population served (efforts of not success of)
- Retention Activities
- Position description, available to all staff
- A process to verify staff qualifications
- Verified qualifications for all staff hired (include process)
Required Documentation 8.2

8.2.3 Professional and Career Development
- Participation in prof development activities
- Prof dev activities for leadership and mgmnt staff
- Participation of dept leaders and managers, outside training
Required Documentation 8.2

- 8.2.4 Supportive Work Environment
  - Policy(ies), plans or program descriptions
  - Process for employee recognition
  - Employee wellness activities
Other PHAB Measures

• 2.3.3.4
  • Schedule for training or exercises to prepare personnel who will serve in a surge capacity

• 6.2.1.1
  • Staff are trained in laws that support public health interventions and practice.
Other PHAB Measures

• 9.1.5.1
  • Staff development trained in Performance Management

• 9.2.1.1
  • Quality Improvement Plan includes types of QI training available and conducted within the org
Other PHAB Measures

• 11.1.4.4

• Health equity and cultural competence training

“Snowballs? I thought we were discussing coconuts.”
6 month Timeline

- Assess organizational capacity for WFD (2 weeks)
- Conduct workforce assessment (2-3 months)
  - Choose competencies
  - Choose or develop instrument(s)
  - Implement assessment
- Analyze data (1-2 months)
  - ID gaps/deficiencies/prioritize
- Write WFD Plan (1-2 months)
  - Develop training plan
- Evaluate Plan (ongoing)
Thank you!