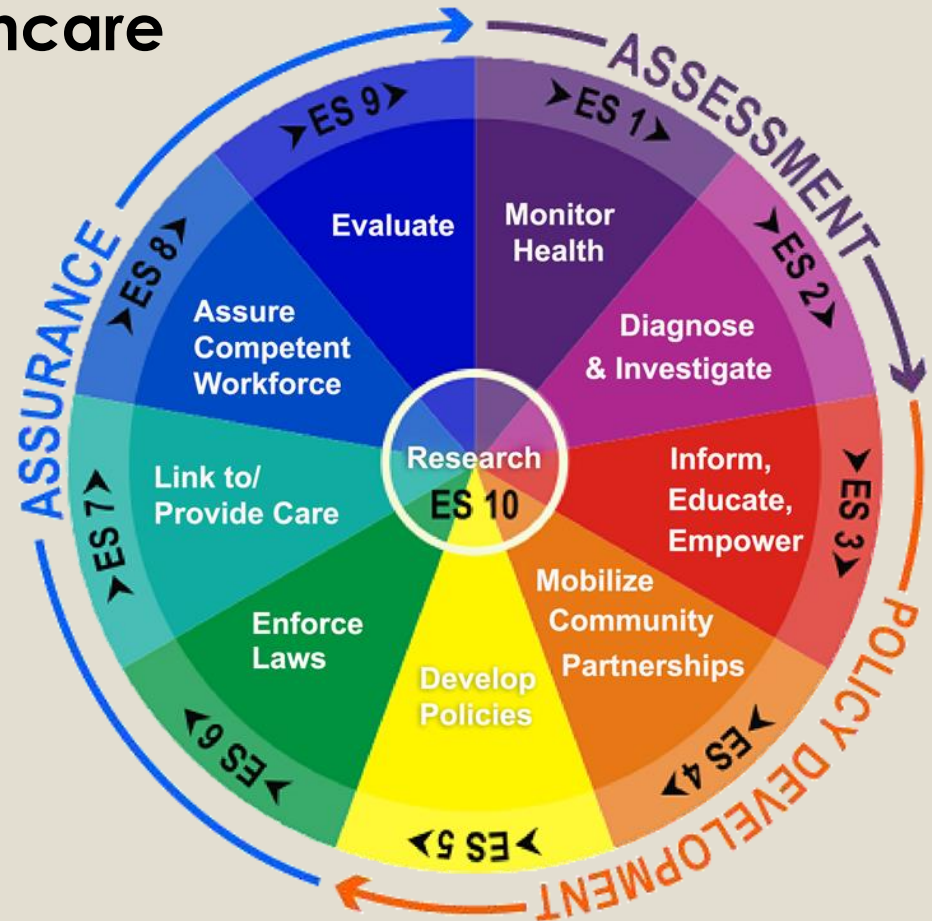


Essential Service 8: Assure a Competent Public Health and Personal Healthcare Workforce

Breakout Session D:
9:05AM-11:00AM

Facilitators:
Melissa Howard, PhD, MPH, MCHES
Florence Greer, MPH, MPA

- Do we have competent public health staff?
- Do we have competent healthcare staff?
- How can we be sure that our staff stays current?



Session Outline

- ❖ **Introductions**
- ❖ Review ground rules
- ❖ **Process and material overview**
- ❖ Essential service and activities review
- ❖ **Review current Essential Service activity**
- ❖ Repeat the following for each Model Standard:
 - **Read Model Standard**
 - Discuss Model Standard activity (i.e., examples)
 - **Facilitate Discussion Questions**
 - Score Performance Measures
 - **Further discussion as needed/re-vote if necessary**
 - Consensus on final score
 - **Summarize strengths, weaknesses, and short- and long-term improvement opportunities for the Model Standard**
- ❖ Session Summary and Recap

Ground Rules

- Stay present (phones on silent/vibrate, limit side conversations)
- Speak one at a time
- Be open to new ideas
- Step up/step back (to make sure all participate)
- Avoid repeating previous remarks
- Allow facilitator to move conversation along
- Welcome all perspectives
- Use electronic device to vote (everyone votes at same time)
- Raise hand to request additional discussion before voting
- Prepare to provide examples and explanation to inform group and increase understanding of your rating



NACCHO
National Association of County & City Health Officials

National Public Health Performance Standards

Local Assessment Instrument

Version 3.0

Essential Service 8

Assure a Competent Public Health and Personal Healthcare Workforce

- Educating, training, and assessing personnel (including volunteers and other lay community health workers) to meet community needs for public and personal health services.
- Establishing efficient processes for professionals to acquire licensure.
- Adopting continuous quality improvement and lifelong learning programs.

Essential Service 8

Assure a Competent Public Health and Personal Healthcare Workforce

- Establishing active partnerships with professional training programs to ensure community-relevant learning experiences for all students.
- Continuing education in management and leadership development programs for those charged with administrative/executive roles.



Essential Service 8 Partners

Model Standard 8.1: Workforce Assessment, Planning, and Development

- Assesses the local public health workforce. Workforce assessment looks at what knowledge, skills, and abilities the local public health workforce needs and the numbers and kinds of jobs the system should have to adequately prevent health problems and protect and promote health in the community.
- Looks at the training that the workforce needs to keep its knowledge, skills, and abilities up to date.
- Identifies gaps and works on plans to fill those gaps.



Model Standard 8.1: Workforce Assessment, Planning, and Development

To accomplish this, members of the LPHS work together to:

- Assess over time the numbers and types of LPHS jobs in the public or private sector and the knowledge, skills, and abilities that they require.
- Review the information from the workforce assessment and use it to find and address gaps in the local public health workforce.
- Provide information from the workforce assessment to other community organizations and groups, including governing bodies and public and private agencies, for use in their organizational planning.



Discussion Questions for Model Standard 8.1

Awareness



What type of public health workforce assessments have been conducted within the community?

Discussion Questions for Model Standard 8.1

Frequency



Within the past three years,
has an assessment of the
LPHS workforce been
conducted?

Discussion Questions for Model Standard 8.1

Quality and Comprehensiveness



What components were included in the workforce assessment?



Whether or not a formal assessment has been conducted, have shortfalls and/or gaps within the LPHS workforce been identified? If so, what are they?



How have the organizations within the LPHS implemented plans for addressing these shortfalls or gaps?



Is there a formal process to evaluate the effectiveness of plans to address workforce gaps?

Discussion Questions for Model Standard 8.1

Usability



How is the knowledge from the workforce assessment used to develop plans to address workforce gaps?



How are results from formal or informal workforce assessments and/or gap analyses shared with LPHS organizations for use in strategic or operational plans?

We will be using Participoll in this presentation.
Please have this website ready:

<http://mapp.participoll.com>

<http://mapp.participoll.com/>



If technical difficulties are encountered during the polling, please use the five assorted color index cards found in your welcome packet to vote.

Scoring Chart



A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.

To vote, visit <http://mapp.participoll.com>

If technical difficulties are encountered during the polling, please use the five assorted color index cards found in your welcome packet to vote.

To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.1

At what level does the LPHS...

8.1.1 Complete a workforce assessment, a process to track the numbers and types of LPHS jobs—both public and private sector—and the associated knowledge, skills, and abilities required of the jobs?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.1

At what level does the LPHS...

8.1.2 Review the information from the workforce assessment and use it to identify and address gaps in the LPHS workforce?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 4.1

At what level does the LPHS...

8.1.3 Provide information from the workforce assessment to other community organizations and groups, including governing bodies and public and private agencies, for use in their organizational planning?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
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Performance Measures for Model Standard 8.1

Strengths

Weaknesses

**Short-Term
Improvement
Opportunities**

**Long-Term
Improvement
Opportunities**

Model Standard 8.2: Public Health Workforce Standards

- Maintains standards to see that workforce members are qualified to do their jobs, with the certificates, licenses, and education that are required by law or by local, state, or federal guidance
- Information about the knowledge, skills, and abilities that are needed to provide the 10 Essential Public Health Services are used in personnel systems, so that position descriptions, hiring, and performance evaluations of workers are based on public health competencies.

Model Standard 8.2: Public Health Workforce Standards

To accomplish this, members of the LPHS work together to:

- Ensure that all members of the local public health workforce have the required certificates, licenses, and education needed to fulfill their job duties and meet all legal obligations.
- Develop and maintain job standards and position descriptions based in the core knowledge, skills, and abilities needed to provide the 10 Essential Public Health Services.
- Base the hiring and performance review of members of the local public health workforce in public health competencies.

Discussion Questions for Model Standard 8.2

Quality and Comprehensiveness



What types of guidelines, licensure, and/or certification requirements are required for positions within the LPHS organizations that deliver the 10 Essential Public Health Services?



How do organizations within the LPHS make sure they comply with those guidelines, licensure, and/or certification requirements?



Do most or all organizations within the LPHS have written job standards and/or position description for all personnel delivering the 10 Essential Public Health Services? Are these job standards tied to public health competencies?

Discussion Questions for Model Standard 8.2

Quality and Comprehensiveness



Do most or all organizations within the LPHS conduct annual performance evaluations?



What type of performance evaluations are conducted within LPHS organizations?

To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.2

At what level does the LPHS...

8.2.1 Ensure that all members of the local public health workforce have the required certificates, licenses, and education needed to fulfill their job duties and comply with

legal requirements?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.2

At what level does the LPHS...

8.2.2 Develop and maintain job standards and position descriptions based in the core knowledge, skills, and abilities needed to provide the 10 Essential Public Health Services?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
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To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.2

At what level does the LPHS...

8.2.3 Base the hiring and performance review of members of the public health workforce in public health competencies?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
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Discussion Notes for Model Standard 8.2

Strengths

Weaknesses

**Short-Term
Improvement
Opportunities**

**Long-Term
Improvement
Opportunities**

Model Standard 8.3: Life-Long Learning through Continuing Education, Training, and Mentoring

- Encourages lifelong learning for the local public health workforce.
- Interested workforce members have the chance to work with academic and research institutions .
- LPHS trains its workforce to recognize and address the unique culture, language, and health literacy of diverse consumers and communities and to respect all members of the community.
- Educates its workforce about the many factors that can influence health, including interpersonal relationships, social surroundings, physical environment, and individual characteristics.



Model Standard 8.3: Life-Long Learning through Continuing Education, Training, and Mentoring

To accomplish this, members of the LPHS work together to:

- Identify education and training needs and encourage the workforce to participate in available education and training
- Provide ways for workers to develop core skills related to the 10 Essential Public Health Services.
- Develop incentives for workforce training



Model Standard 8.3: Life-Long Learning through Continuing Education, Training, and Mentoring

To accomplish this, members of the LPHS work together to:

- Create and support collaborations between organizations within the LPHS for training and education
- Continually train the public health workforce to deliver services in a culturally competent manner and understand social determinants of health



Discussion Questions for Model Standard 8.3

Involvement



What type of opportunities are there for interaction between staff of LPHS organizations and faculty from academic and research institutions, particularly those connected with schools of public health?

Discussion Questions for Model Standard 8.3

Usability



Do organizations within the LPHS dedicate resources, such as budget and personnel, for training and education?

Discussion Questions for Model Standard 8.3

Quality and Comprehensiveness



How comprehensive are the training opportunities?



What types of incentives are provided to the workforce to participate in educational and training experiences?

To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.3

At what level does the LPHS... 8.3.1 Identify education and training needs and encourage the public health workforce to participate in available education and training?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
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To vote, visit <http://mapp.participoll.com>



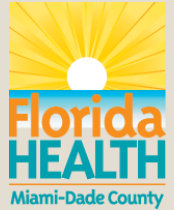
Performance Measures for Model Standard 8.3

At what level does the LPHS... 8.3.2 Provide ways for public health workers to develop core skills related to the 10 Essential Public Health Services?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
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E	No Activity 0% or absolutely no activity.



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Performance Measures for Model Standard 8.3

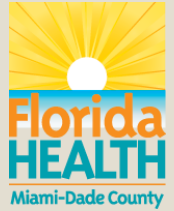
At what level does the LPHS...

8.3.3 Develop incentives for workforce training, such as tuition reimbursement, time off for attending class, and pay increases?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



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Performance Measures for Model Standard 8.3

At what level does the LPHS...

8.3.4 Create and support collaborations between organizations within the LPHS for training and education?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



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Performance Measures for Model Standard 8.3

At what level does the LPHS...

8.3.5 Continually train the public health workforce to deliver services in a culturally competent manner and understand the social determinants of health?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



Performance Measures for Model Standard 8.3

Strengths

Weaknesses

**Short-Term
Improvement
Opportunities**

**Long-Term
Improvement
Opportunities**

Model Standard 8.4: Public Health Leadership Development

- Leadership within the LPHS is demonstrated by organizations and individuals that are committed to improving the health of the community.
- Leaders work to continually develop the LPHS, create a shared vision of community health, find ways to achieve the vision, and ensure that local public health services are delivered.
- Encourages the development of leaders that represent the diversity of the community and respect community values.



Model Standard 8.4: Public Health Leadership Development

To accomplish this, members of the LPHS work together to:

- Provide access to formal and informal leadership development opportunities for employees at all organizational levels.
- Create a shared vision of community health and the LPHS, welcoming all leaders and community members to work together.



Model Standard 8.4: Public Health Leadership Development

To accomplish this, members of the LPHS work together to:

- Ensure that organizations and individuals have opportunities to provide leadership in areas where they have knowledge, skills, or access to resources.
- Provide opportunities for the development of leaders that reflect the diversity of the community.



Discussion Questions for Model Standard 8.4

Awareness



Have leaders within the LPHS and community collaborated to create a shared vision for the community?



How have leaders within the LPHS and community collaborated for participatory decision-making?

Discussion Questions for Model Standard 8.4

Involvement



How does the LPHS recruit and retain new leaders who represent the diversity of the community?

Discussion Questions for Model Standard 8.4

Quality and Comprehensiveness



How do organizations within the LPHS promote the development of leadership skills?



How do organizations across the LPHS communicate to ensure informed participation in decision-making? (e.g., community forums, email lists)?



How does the LPHS provide leadership opportunities for individuals and/or organizations in areas where their expertise or experience can provide insight, direction, or resources?

Discussion Questions for Model Standard 8.4

Usability



How are coaching and mentoring used within the LPHS to develop community leadership?

To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.4

At what level does the LPHS...

8.4.1 Provide access to formal and informal leadership development opportunities for employees at all organizational levels?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.4

At what level does the LPHS...

8.4.2 Create a shared vision of community health and the LPHS, welcoming all leaders and community members to work together?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
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E	No Activity 0% or absolutely no activity.



To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.4

At what level does the LPHS...

8.4.3 Ensure that organizations and individuals have opportunities to provide leadership in areas where they have knowledge, skills, or access to resources?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
D	Minimal Greater than zero but no more than 25% of the activity described within the question is met.
E	No Activity 0% or absolutely no activity.



To vote, visit <http://mapp.participoll.com>



Performance Measures for Model Standard 8.4

At what level does the LPHS...

8.4.4 Provide opportunities for the development of leaders who represent the diversity of the community?

A	Optimal Greater than 75% of the activity described within the question is met.
B	Significant Greater than 50% but no more than 75% of the activity described within the question is met.
C	Moderate Greater than 25% but no more than 50% of the activity described within the question is met.
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Performance Measures for Model Standard 8.4

Strengths

Weaknesses

**Short-Term
Improvement
Opportunities**

**Long-Term
Improvement
Opportunities**

Essential Service 8: Assure a Competent Public Health and Personal Healthcare Workforce

Session Summary

