

**Workforce Development Work Group**

November 5, 2008

**New Hampshire Division of Public Health  
Performance Improvement Work plan**

**Broad Aim of the Project or Performance Measure:**

To develop a public health workforce development plan to assure a competent workforce to address public health needs  
**Baseline:** No workforce development plan exists

<p><b>1. Plan - the Change</b> Based on problem identification, analysis and root causes</p>	<p><b>2. Do – Try the Change on a Small Scale</b> <b>Action Steps - What, Where, How?</b></p>	<p><b>Who?</b> <b>Potential partners to carry out the action or change</b></p>	<p><b>When?</b> <b>Target completion date</b></p>	<p><b>Study Completed objective signified by “✓”</b></p>
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<p><b>Problem statement defined:</b> NH does not have a coordinated workforce development plan that addresses recruitment and retention of public health professionals, communication of educational opportunities and coordination of life-long learning to assure a competent workforce.</p> <p><b>Performance measure(s) with baseline data:</b></p>	<p><b>1. Define what we mean by public health workforce (role, skill) (Health Officers)</b></p> <ul style="list-style-type: none"> <li>▪ Research existing definitions</li> <li>▪ Keep in mind environmental component</li> <li>▪ Keep in mind uniqueness of NH public health structure</li> </ul>	<p>DPHS</p>	<p>January - February 08</p>	<p>✓ Existing definitions of the public health workforce researched.</p> <p>Define NH's public health workforce.</p> <p><b>Public Health Regionalization Effort, MLC-2 Initiative; and Citizen's Health Initiative's Primary Care Workforce Plan are all addressing this issue on some level</b></p>
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	<p><b>2. Develop overarching principles for workforce development</b></p> <p><b>Overarching Principles</b>                      A workforce development plan should strive to:</p> <ul style="list-style-type: none"> <li>• Assist all public health workers to meet a basic set of Public Health core competencies</li> <li>• Assist public health workers to meet public health competencies pertinent to their role</li> <li>• Be based upon national or accepted standard competencies</li> <li>• Design a system to facilitate the integration of core competencies into all public health work</li> </ul>	<p><b>Committee</b></p>	<p><b>December 2006</b></p>	<p>Overarching principles developed.</p> <p><b>No progress</b></p>
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	<p><b>3. Conduct an assessment of public health workforce</b></p> <ul style="list-style-type: none"> <li>■ Research what other states have done relative to assessment of the work force.</li> <li>■ Examine where is workforce coming from? What educational programs?</li> <li>■ Examine the viability of educational programs</li> <li>■ Examine information on health manpower shortage areas</li> <li>■ Project future public health workforce needs (employment security)</li> <li>■ Assess the public health workforce needs of stakeholders/employers? Including FTEs if possible (included – not funded positions but needed)</li> <li>■ Assess training &amp; educational needs of workforce.</li> <li>■ Examine why are people leaving public health (i.e., exit interviews)</li> <li>■ Include an assessment of statutory requirements of positions</li> <li>■ Look for resources</li> </ul>	<p>UNH Institute Students Center for Evaluative Clinical Sciences</p> <p>Potential Funding Sources</p> <p>EFH Charitable Foundation HRSA Bureau of Health Professions NEAF</p>	<p>May 2008</p>	<p>Resourced identified Methodology developed Assessment conducted</p> <p><b>No progress</b></p>

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	<p><b>4. Identify potential entity to oversee workforce development planning and implementation, sustainability</b></p> <ul style="list-style-type: none"> <li>■ Examine funding for ongoing support</li> <li>■ Look at constraints re: federal funding.</li> <li>■ Explore accountability mechanisms for workforce development mechanism (i.e., put into state contracts).</li> <li>■ Examine in context with larger public health planning entity as related to legislation of statewide public health council</li> <li>■ Research existing models of workforce development plans and councils</li> <li>■ Assure coordination with other groups outside public health workforce (?)</li> <li>■ Make recommendations for entity to take lead on workforce development</li> </ul>	<p><b>DPHS – research existing mechanisms</b></p>	<p><b>Sept 2007</b></p>	<p>Entity to oversee workforce development identified <b>✓Field Study Proposal</b></p>

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	<p><b>5. Create a workforce development information portal/website/clearinghouse</b></p> <ul style="list-style-type: none"> <li>■ Use as a repository of what is learned through the assessment.</li> <li>■ Define data elements after the assessment</li>   <li>■ Utilize database to keep track of training opportunities and training the work force has taken.</li> <li>■ Use by individuals and agencies to track competencies and learning.</li> <li>■ Explore the use of TRAIN to do this</li> </ul>	<p><b>UNH Institute for Health Policy and Practice</b></p> <p><b>DPHS NH Public Health Association AHEC NH Center for Not for Profits</b></p>	<p><b>May 2008</b></p> <p><b>September 2007</b></p>	<p>Workforce development information portal/website/clearinghouse developed.</p> <p>Workforce training tracked. <b>No progress</b></p>

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	<p><b>6. Develop a competency based public health workforce system</b></p> <ul style="list-style-type: none"> <li>■ Explore having an MPH student conduct a project to research existing public health competency set (ASPH, Columbia, IOM)</li> <li>■ Provide feedback on tiered competency framework for Health Officer Credentialing</li> <li>■ Use the template developed by the Health Officer Credentialing Project to create competency frameworks for other categories of PH professionals (if no framework exists)</li> <li>■ Provide a tool kit for employers that integrates competencies into performance evaluation and a training plan</li> <li>■ Examine links to accrediting bodies such as the Board of Nursing/Assoc of Schools of Public Health</li> <li>■ Explore incentives for the workforce to embrace a competency-based system such as: providing time for training and career ladders.</li> <li>■ Explore accountability for employers such as through contracts.</li> <li>■ Integrate into a learning management system</li> <li>■ Conduct competency assessment - formal and</li> </ul>	<p>DPHS UNH Dartmouth  Manchester Health Dept.</p>	<p>May 2009</p>	<p>Existing public health competencies researched. Feedback provided. Templates created.  Tool kit provided Links to accrediting bodies researched. Incentives and barriers to competency assessment identified  Formal and informal competency assessments conducted.</p>
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	<p>informal</p> <ul style="list-style-type: none"> <li>■ Determine barriers (to competency assessment?)</li> </ul>			<p><b>Deferred to MLC-2 Initiative and Public Health Regionalization Effort</b></p>

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	<p><b>7. Seek technical assistance to predict public health workforce needs</b></p> <ul style="list-style-type: none"> <li>■ Review forecasting tools at New Hampshire Employment</li> <li>■ Seek funding to obtain expertise to predict workforce needs</li> </ul>	<p>?</p>	<p><b>After May 2008</b></p>	<p>Funding and technical assistance sought Workforce needs predicted. <b>No progress</b></p>
	<p><b>8. Coordinate public health training</b></p> <ul style="list-style-type: none"> <li>■ Create or adapt existing database of public health educational offerings (i.e. a super calendar). Examine coordination between: Bi-State, NH, NHPHA, Train, AHECs and others.</li> <li>■ Look at opportunities for coordinating through groups already convening.                             <ul style="list-style-type: none"> <li>- Focus coordination on general public health competencies</li> </ul> </li> <li>■ Create a speaker's bureau</li> <li>■ Examine distance learning capacity and opportunities</li> <li>■ Provide training for public health trainers on emerging training technology</li> <li>■ Consider various learning styles in designing</li> </ul>	<p><b>Workforce Council</b>  <b>AHEC, Public Health Association, Manchester Health Dept.</b>  <b>DPHS</b>  <b>UNH</b>  <b>Dartmouth</b>  <b>Citizens Health Initiative</b></p>	<p><b>September 2007</b>  <b>ongoing</b></p>	<p>System to coordinate public health training across agencies developed.  Trainings offered built on existing programs, utilize diverse modalities, and focus on general public health competencies.  Update policy</p>

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	<p>training.</p> <ul style="list-style-type: none"> <li>■ Learner evaluation (?)</li> <li>■ Keep policy makers aware of workforce initiatives</li> <li>■ Assess training offerings - gaps, distribution                             <ul style="list-style-type: none"> <li>○ Identify training offered vs training needed</li> </ul> </li> </ul>	<p>CHI</p>		<p>makers on workforce development initiatives (timeframe?) Training offerings assessed for gaps and distribution <b>UNH MPH Program offers two (2) skill-building workshops per year</b></p>
	<p><b>9. Recruitment and Retention</b></p> <ul style="list-style-type: none"> <li>▪ Seek uniformity of language when posting positions</li> <li>▪ Promote centralization of public health positions and internship postings with links to other web sites</li> <li>▪ Create links to Employment Security relative to labor market</li> <li>▪ Maximize recruitment and use of interns</li> </ul>	<p><b>Workforce council NH Public Health Association</b></p>	<p><b>June 2007 September 2007</b></p>	<p><b>(Uniform language for public health position postings developed?) (Centralized location for position posting</b></p>

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	<ul style="list-style-type: none"> <li>▪ Establish relationships with schools/institutions relative to students needs and availability for internships</li> <li>▪ Identify 1<sup>st</sup> and 2<sup>nd</sup> tier schools to contact</li> <li>▪ Explore recruitment initiatives of the nursing field</li> <li>▪ Explore health career camps and other means to reach                             <ul style="list-style-type: none"> <li>▪ High school students</li> <li>▪ Guidance counselors</li> <li>▪ Health occupation students</li> <li>▪ Technology schools within high schools</li> <li>▪ <b>Environmental, lab and food safety recruits</b></li> </ul> </li> </ul>	<p><b>Workforce Council</b> <b>DPHS</b> <b>UNH</b> <b>Dartmouth</b></p>	<p><b>December 2007</b></p>	<p>established?) <b>Links to Employment Security established</b> <b>Relationships with schools established.</b> <b>Field Study Proposal</b></p>

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	<b>9. Recruitment and Retention – continued</b> <ul style="list-style-type: none"> <li>▪ Consider workers making career changes with transferable skills</li> <li>▪ Explore mentor programs for new public health workers with those in similar positions</li> </ul>			