How to Focus Your Training and Professional Development Efforts to Improve the Skills of Your Public Health Organization

October 31, 2011

Ron Bialek, MPP – CEO and President, Public Health Foundation

John Moran, PhD – Senior Quality Advisor, Public Health Foundation and Senior Fellow, University of Minnesota, School of Public Health
Presenter Disclosures

Ron Bialek and Jack Moran

The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

No Relationships to Disclose
**PHF Mission:**

We improve the public’s health by strengthening the quality and performance of public health practice

www.phf.org
Presentation Learning Objectives

- Describe the Core Competencies for Public Health Professionals
- Describe the Core Competencies strengths and weaknesses of your public health organization
- Describe how a tool of quality improvement can help prioritize what Core Competencies to focus on
- Explain how the use of the Advanced Quality Improvement Tools in a defined sequence makes problem solving more focused and successful
- Use one of the Advanced Quality Improvement Tools, Prioritization Matrix, in a participative exercise
Overview

Given current economic, organizational, and political realities, are there particular competencies where it makes sense to focus your organization’s limited professional development time and funds?

This session will discuss the Core Competencies for Public Health Professionals and a method to prioritize these Core Competencies to identify ones that will help your organization meet the realities of today.
Council on Linkages Between Academia and Public Health Practice

To improve public health practice, education, and research by:

- Fostering, coordinating, and monitoring links among academia and the public health and healthcare community;
- Developing and advancing innovative strategies to build and strengthen public health infrastructure; and
- Creating a process for continuing public health education throughout one’s career.

19 National Public Health Organizations:

- American College of Preventive Medicine
- American Public Health Association
- Association for Prevention Teaching and Research
- Association of Accredited Public Health Programs
- Association of Public Health Laboratories
- Association of Schools of Public Health
- Association of State and Territorial Health Officials
- Association of University Programs in Health Administration
- Centers for Disease Control and Prevention
- Community-Campus Partnerships for Health
- Health Resources and Services Administration
- National Association of County and City Health Officials
- National Association of Local Boards of Health
- National Environmental Health Association
- National Library of Medicine
- National Network of Public Health Institutes
- National Public Health Leadership Development Network
- Quad Council of Public Health Nursing Organizations
- Society for Public Health Education

Funded by CDC and HRSA
Staffed by PHF
The Core Competencies for Public Health Professionals

- Are a set of skills desirable 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

- Are designed to **serve as a starting point** for academic and practice organizations to understand, assess and meet training and workforce needs
History of the Core Competencies
About the Core Competencies

- Purpose: to help strengthen public health workforce development
- Original Core Competencies adopted (April 2001)
- Set of skills, knowledge and attitudes
- Specified skill levels
- Focus on the practice of public health in different settings and sectors
- Difficult to measure—intentional
- Re-visit every 3 years
Revising the Core Competencies

- Major changes to public health (September 11, 2001, new technologies, aging workforce, etc.)
- Wide spread use
- Demonstrated benefits and validity
Does Anyone Really Care?!?!

➤ State Health Departments (SHDs)
   ➤ ASTHO reported in 2009 that more than half of the SHDs were using the Core Competencies

➤ Local Health Departments (LHDs)
   ➤ NACCHO’s 2008 profile study noted that over 30% of LHDs are using the Core Competencies

➤ Academe
   ➤ Results of a 2006 COL survey showed that over 90% of academic public health programs use the Core Competencies

➤ Federal Agencies
   ➤ Centers for Disease Control and Prevention – developing discipline-specific competencies and guiding training
   ➤ Health Resources and Services Administration – needs assessments and training programs offered by Public Health Training Centers

➤ Learning Management Systems for Public Health
Comments Received

- Over 1,000 comments received (over 600 individuals)
- Council on Linkages website
- Town hall meetings in 2008 (APHA, ASTHO-NACCHO, NALBOH)
- Email messages
- Letters
The New Core Competencies

- Maintain the original 8 domain framework
- Designed for Tier 1, Tier 2 and Tier 3 public health professionals
- Follow rules for competency development:
  - One verb per statement
  - No internal modifiers
  - Each competency statement placed in one domain

  - Makes each competency more manageable
  - Makes each competency more measurable
The Core Competencies are helping organizations

Develop

- Job descriptions
- Workforce competency assessments
- Discipline-specific competencies
- Training plans
- Workforce development plans
- Performance objectives
- Continuing education programs

Conduct

- Curricula review and development
- Performance reviews/evaluations
Future Uses

Accreditation

Core Competencies are incorporated into the Public Health Accreditation Board (PHAB) standards

Healthy People 2020 Objectives

Increase the proportion of Federal, Tribal, State, and local public health agencies that incorporate Core Competencies for Public Health Professionals into job descriptions and performance evaluations.

Increase the proportion of Tribal, State, and local public health personnel who receive continuing education consistent with the Core Competencies for Public Health Professionals (Developmental).

Increase the proportion of Council on Education for Public Health (CEPH) accredited schools of public health, CEPH accredited academic programs, and schools of nursing (with a public health or community health component) that integrate Core Competencies for Public Health Professionals into curricula.
Core Competencies Domains

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

➤ Analytic/Assessment Skills

➤ Identify and understand data

➤ Turn data into information for action

➤ Assess needs and assets to address community health needs
Core Competencies Domains

Policy Development/Program Planning Skills

- Determine needed policies
- Effectively advocate for policy
- Plan, implement, evaluate, and improve programs
Core Competencies Domains

Communication Skills

- Listen
- Interpret
- Communicate
Core Competencies Domains

- Cultural Competency Skills
  - Understand and effectively respond to diverse needs
  - Assess organizational cultural diversity and competence
  - Ensure organizational cultural competence
Core Competencies Domains

Community Dimensions of Practice Skills

- Evaluate and develop linkages and relationships within the community
- Maintain and advance partnerships and community involvement
- Defend public health policies and programs
- Evaluate effectiveness and improve community engagement
Core Competencies Domains

Basic Public Health Sciences Skills

- Incorporate core public health functions into practice
- Apply basic sciences to practice
- Critique and develop research
- Establish academic partnerships
Core Competencies Domains

Financial Planning and Management Skills

- Leverage community resources
- Manage partnerships and ensure programs are well managed
- Evaluate program performance
- Motivate
- Establish Performance Management System
Core Competencies Domains

Leadership and Systems Thinking Skills

- Incorporate ethical standards into the organization
- Integrate systems thinking into public health practice
- Mentoring
- Ensure CQI
- Adjust practice to address changing needs and environment
- Manage organizational change
General Approach On How To Use The Advanced Tools Of Quality Improvement

Large Issue, Cross Functional Problem, or Sensitive Situation

Explore

Brainstorming Affinity Diagram

Sort & Prioritize

Interrelationship DiGraph

Prioritization Matrix

Understand & Baseline

Radar Chart SWOT Analysis

Develop Actions & Tasks

Tree Diagram

Problem Prevention

Develop Project Plans

Control & Influence Plots

Prioritization Matrix

Know & Don’t Know Matrix

PDPC

SMART Chart

PERT Gantt Chart

Monitor

Funnel Approach

Start with a large issue or problem which we want to analyze

Constant process of refinement and insight

Clear Action Plan to Resolve The Problem or Issue Statement

Prioritization Matrices
Decisions  Decisions  Decisions  Decisions
Prioritization Matrices

- Rigorous decision-making tool
- L-shaped matrix
- Pair wise comparisons of items *Utilizes* a decision criteria to make a selection
Why Prioritization Matrices?

- Consistency in the judgment process
- Pick decision criteria drivers before starting
- Develop a numerical scale to represent each judgment
- Pairwise comparison – how do they relate
- Develop weighting by consensus
Why Prioritization Matrices?

- Best to do it quickly – first inclination is usually correct
- Let the experts decide – expertise will rotate in the group on different pairwise comparisons
Decision Criteria

➢ Develop standards for judgment before starting

➢ Must stick to them

➢ Must group standards set and not your own

➢ Cannot switch standards part way through

➢ Easy to skip this step and just assign arbitrary priorities
Some Decision Criteria Drivers

- Improved quality
- Lower costs
- Improved delivery
- Improved productivity
- Better Human Resource allocation
- Improved financial results
- Use of latest technology
- Easy to sell
- Effectiveness
- Improved outcomes
- Better service
- Increased client satisfaction
- Minimal impact to group
- Improved flexibility
- Easily used
- High probability of success
- Efficiency
- Equitable
Pairwise Comparison Questions

Does having ______ contribute more than __________ in achieving the goal?

Will _____ lead towards the goal more than _______?

Your first inclination is usually correct
Prioritization Matrix
Prioritization

Based on the works of Thomas L. Saaty

- Decision Making: The Analytical Hierarchy Process
- Decision Making for Leaders
Prioritization Matrix

Need weighting criteria for pairwise comparisons:

- Rating Scale:
  - 1 – equally important
  - 5 – significantly more important
  - 10 - exceedingly more important
  - 1/5 - significantly less important
  - 1/10 - exceedingly less important
Prioritization Matrix

Benefits:

- Rules
- Quantitative
- Objective
- Discipline
- Focus
# Best Method Of Cooking *Tasty* Popcorn - Prioritization

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Score</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Microwave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Air Popped</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Popped in Oil</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Pre-Packaged</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What are the particular competencies where it makes sense to focus your organization’s limited professional development time and funds?

- Break into groups
- Use the Prioritization Matrix
- Time 30 minutes

Rating Scale:
1 – equally important
5 – significantly more important
10 - exceedingly more important
1/5 - significantly less important
1/10 - exceedingly less important
What are the particular competencies where it makes sense to focus your organization’s limited professional development time and funds?
What are the particular competencies where it makes sense to focus your organization’s limited professional development time and funds?

Rating Scale:
- 1 – equally important
- 5 – significantly more important
- 10 - exceedingly more important
- 1/5 - significantly less important
- 1/10 - exceedingly less important
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Analytic/Assessment</td>
<td>1/5</td>
<td>1/5</td>
<td>1</td>
<td>1/5</td>
<td>5</td>
<td>1/5</td>
<td>1/5</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>2. Policy Development</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>3. Communication</td>
<td>5</td>
<td>1</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>1</td>
<td>1/5</td>
<td>47.2</td>
<td></td>
</tr>
<tr>
<td>4. Cultural Competency</td>
<td>1</td>
<td>1/5</td>
<td>1/10</td>
<td>1/5</td>
<td>10</td>
<td>1/5</td>
<td>1/5</td>
<td>11.9</td>
<td></td>
</tr>
<tr>
<td>5. Community Dimensions</td>
<td>5</td>
<td>1/5</td>
<td>1/10</td>
<td>5</td>
<td>10</td>
<td>1/5</td>
<td>1/5</td>
<td>20.7</td>
<td></td>
</tr>
<tr>
<td>6. Basic Sciences Skills</td>
<td>1/5</td>
<td>1/10</td>
<td>1/10</td>
<td>1/10</td>
<td>1/10</td>
<td>1/10</td>
<td>1/10</td>
<td>0.8</td>
<td></td>
</tr>
<tr>
<td>7. Financial P&amp;M</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>1/5</td>
<td>27.2</td>
<td></td>
</tr>
<tr>
<td>8. Leadership and Systems</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>

Example from a Commission on Health
PHF Available Training and Learning Resources

▷ TRAIN – www.train.org

▷ Learning Resource Center – bookstore.phf.org
  ▷ Examples:
    ▷ Public Health Leadership: Putting Principles into Practice
    ▷ Public Health Quality Improvement Handbook

▷ Performance Management and Quality Improvement – www.phf.org
  ▷ Tools
  ▷ Tutorials
  ▷ Case Studies
  ▷ White Papers
<table>
<thead>
<tr>
<th>Title</th>
<th>Sponsor/Offerer</th>
<th>Format</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity Leadership: A Strategic Approach</td>
<td>South Central Center for Public Health Preparedness</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Leadership and Advocacy: Trends and Challenges in Maternal and Child Health</td>
<td>South Central Center for Public Health Preparedness</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Evaluating Medical Information on the Web</td>
<td>Medical Library Association CE through Kovacs Consulting Internet &amp; Web Training</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>EM 142: Incident Command Systems for Health Care with NIMS</td>
<td>Yale New Haven Health Center for Excellence</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Health Care Transitions, #3 - Listen to Me, Learning to Encourage Youth as Self Advocates (C25593)</td>
<td>Children and Youth with Special Health Care Needs, KDHE and Kansas University Center on Developmental Disabilities</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Effective Leadership for Healthy Communities: Concepts, Collaborations and Case Studies</td>
<td>Michigan Public Health Training Center</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Module 3: Nursing Care Coordination: Development of Interventions</td>
<td>University of Colorado, College of Nursing (CON) and the Colorado Department of Public Health and Environment (CDPHE)</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Leadership, Strategic Planning and Systems Approaches</td>
<td>South Central Center for Public Health Preparedness</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Leadership and Advocacy: Trends and Challenges in Maternal and Child Health</td>
<td>Alabama Department of Public Health Training Network</td>
<td>Webcast (on demand)</td>
<td>no reviews</td>
</tr>
<tr>
<td>The Pyramid Model: An Evidence-Based, 3-Tiered Conceptual Model for Promoting Social Emotional Development</td>
<td>UC Denver, College of Nursing &amp; NRCIPediatric Nursing Leadership &amp; Special Needs Program</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Basic Quality Improvement Tools for Public Health</td>
<td>American Society for Quality (ASQ)</td>
<td>Webstream/Archived Webcast</td>
<td>no reviews</td>
</tr>
<tr>
<td>Overview of Infant Mental Health</td>
<td>UC Denver, College of Nursing &amp; NRCIPediatric Nursing Leadership &amp; Special Needs Program</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Leadership Management Communication</td>
<td>South Central Center for Public Health Preparedness</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Institute of Medicine's Future of Public Health 20 Years Later</td>
<td>National Association of Local Boards of Health</td>
<td>Webcast (on demand)</td>
<td>no reviews</td>
</tr>
<tr>
<td>Module 2: Medical Home Model: You're Invited, Be Part of the Team!</td>
<td>University of Colorado Denver, College of Nursing and the Colorado Department of Public Health and Environment (CDPHE)</td>
<td>Web-based Training - Self-study</td>
<td>no reviews</td>
</tr>
<tr>
<td>Implementing the QIFOR Guidelines: Food for Thought and Action (Web on Demand) - VoD1541</td>
<td>Centers for Disease Control &amp; Prevention (CDC)</td>
<td>Webcast (on demand)</td>
<td>no reviews</td>
</tr>
<tr>
<td>Practical Leadership Development for Peak Performance</td>
<td>The Carman Group</td>
<td>Webstream/Archived Webcast</td>
<td>1 reviews</td>
</tr>
</tbody>
</table>
PHF Available Training and Learning Resources

➤ TRAIN – www.train.org

➤ Learning Resource Center – bookstore.phf.org
  ➤ Examples:
    ➤ Public Health Leadership: Putting Principles into Practice
    ➤ Public Health Quality Improvement Handbook

➤ Performance Management and Quality Improvement – www.phf.org
  ➤ Tools
  ➤ Tutorials
  ➤ Case Studies
  ➤ White Papers
Where Else To Get Training

- American Public Health Association
- National Association of County and City Health Officials
- National Network of Public Health Institutes
- Association of State and Territorial Health Officials
- Public Health Training Centers
- CDC Learning Connection - http://www.cdc.gov/learning/
- Partners in Information Access for the Public Health Workforce – phppartners.org
Thank you!!!