Core strength: improving the local public health workforce

Olmsted County
Public Health Services
2008 Quality Improvement Showcase
April 23, 2008
NACCHO Operational Definition of a Functional Local Health Department

Ten Essential Services

Maintain a competent public health workforce

Local Public Health Responsibilities

MDH

Olmsted County

Managing for Results

Develop the Employee

Serenity

Assure Adequate Local PH Infrastructure

Managing for Results

OCPHS

MLC2 PROJECT

- Identify and evaluate desired public health competencies and related standards for Leadership Council positions
- Incorporate public health competencies into our performance management system
- Incorporate the above into our Managing for Results initiative

Managing for Results
Project Proposal

Olmsted County Public Health Services’ (OCPHS) project will focus on assuring an adequate local public health infrastructure through the use of continuous improvement principles to develop and maintain a competent public health workforce.
Project Steps

• Utilizing Public Health Competencies

• Improving the Performance Management Process

• Integrating Public Health Competencies into the Improved Performance Management Process
Problem Statement

In August 2007 a survey of OCPHS Leadership Council indicated that only 28 percent rated their understanding of the use of public health competencies, in professional development plans and performance appraisal, at 3 or higher
Leadership Council
Awareness Survey Results
August 2007

1. I have heard about PH competencies, but don’t know specifics about their use in professional development and staff performance appraisal

2. I understand PH competencies and how they can be used for professional development and staff performance appraisal

3. I regularly use PH competencies as a model for professional development and staff performance management appraisal

4. 6

5. 4

6. 4

7. 4

8. 0

9. 0
1. Click on one of the buttons below to indicate your understanding of public health competencies and their use in professional development and performance management.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
<th>August 2007</th>
<th>December 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1 = I have heard about PH Competencies, but don't know specifics about their use in professional development and staff performance appraisal</td>
<td>42.8% (6)</td>
<td>7.7% (1)</td>
</tr>
<tr>
<td>2</td>
<td>2 = Understanding between 1 and 3</td>
<td>28.6% (4)</td>
<td>30.8% (4)</td>
</tr>
<tr>
<td>3</td>
<td>3 = I understand PH competencies and how they can be used for professional development and staff performance appraisal</td>
<td>28.6% (4)</td>
<td>23.1% (3)</td>
</tr>
<tr>
<td>4</td>
<td>4 = Understanding between 4 and 5</td>
<td>0%</td>
<td>23.1% (3)</td>
</tr>
<tr>
<td>5</td>
<td>5 = I regularly use PH competencies as a model for professional development and staff performance appraisal</td>
<td>0%</td>
<td>15.4% (2)</td>
</tr>
</tbody>
</table>

The following selection best describes my understanding of public health competencies and their use in professional development and performance management.

- 61.6%
Model For Improvement

- **Plan**

- **Do**
  Complete a self-assessment of proficiency in the public health competencies.

- **Study**
  Compare recommended vs. actual proficiency levels.

- **Act**
  Prioritize development & learning needs based on the comparison. Develop & implement training/learning plans.
Improving the Performance Management Process

Plan
Make recommendations for 1-2 ways to improve our performance appraisal process. Determine a timeline for adding the eight domains of public health competencies into the performance appraisal process for L.C.

Do
Begin conducting performance appraisals for L.C. staff who are due for their appraisals using the improved process.

Study
Discuss how the improved performance appraisal process is working and make recommendations for changes.

Act
Continue using the improved performance appraisal process, based on new recommendations.
<table>
<thead>
<tr>
<th>Project Positives</th>
<th>Supporting Factors</th>
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</table>
| Potential to enhance the Performance appraisal process and goal setting | □ Having regular, engaging conversations  
□ Increasing awareness about how to set incremental goals  
□ The process allows development for each individual even though everyone is at a different stage of professional development  
□ The process forces you to take a step back and think about development goals |
Project Challenges

- We haven’t been this forward thinking about development;
- it’s a challenging shift in thinking
- Difficulty finding time to have the meetings
- Unsure what to include in the Development Plan
- Need clear PH goals to build development strategies upon
- Participants thought it was easier to think about developing other people than thinking about their own development
Goal Setting Step now includes quarterly meetings with supervisor.

**Performance Management by Quarters**
- Coaching & Developing
- Monitoring performance and goals
- Employee works development plan

**Eight Core Competency Domains for Public Health Professionals**
- Incorporated into the improved performance appraisal process

### Outcome Statement

<table>
<thead>
<tr>
<th>Short-Term</th>
<th>Intermediate (Impact)</th>
<th>Long-term (Impact)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase managers’ understanding of PH competencies and their use in professional development and performance Management</td>
<td>Adjust process as needed for roll-out to all staff</td>
<td>Increase staff ability to meet specific PH competencies as shown through increased PH competency ratings in performance appraisals. Maximize PH competency within our agency. (maintain a competent public health workforce)</td>
</tr>
<tr>
<td>Increase staff understanding of PH competencies</td>
<td></td>
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**Public Health**
- PUBLIC HEALTH OUTCOME
  - Improved PH system performance
  - Improved population health

**PUBLIC HEALTH OUTCOME**
- Short-Term
  - Increase managers’ understanding of PH competencies
  - Increase staff understanding of PH competencies
- Intermediate (Impact)
  - Adjust process as needed for roll-out to all staff
  - Increase managers’ ability to effectively develop PH competencies in their staff
- Long-term (Impact)
  - Increase staff ability to meet specific PH competencies as shown through increased PH competency ratings in performance appraisals. Maximize PH competency within our agency. (maintain a competent public health workforce)
QUESTIONS?

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