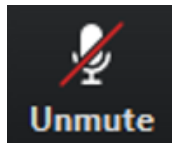# Using the Core Competencies for Public Health Professionals to Support Workforce Development
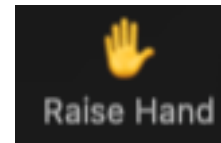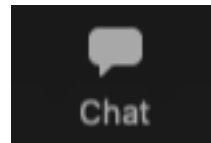
May 13, 2024 12-1pm ET

Welcome to Our Webinar!

All participants are muted.

Please use the Chat box and "Raise Hand" button to ask questions and share comments.

This webinar is being recorded.

Overview

- Introduction to the Core Competencies

- Missouri Department of Health and Senior Services

- City of Milwaukee Health Department

- Q&A

- Resources

Public Health Foundation

Vision:

> **Equitable and optimal health and well-being for all**

Mission:

> **Advance the public health workforce to achieve organizational excellence**

Experts in

Performance Management

Quality Improvement

Workforce Development

Council on Linkages Between Academia and Public Health Practice

Consensus set of foundational or crosscutting knowledge and skills for public health professionals

PI Consulting Services

⌐ PHF offers on-site and remote technical assistance and training services in workforce development, performance management, and quality improvement

- **Workforce Development**
  - Prioritizing Core Competencies
  - Workforce Development Planning
  - Workforce Capacity Assessment and Gap Analysis

- **Performance Management and Quality Improvement**
  - Quality Improvement Basics and Advanced Tools and Methods
  - Performance Management Systems Development and Improvement

⌐ PHF's services can be supported by the Public Health Infrastructure Grant

Performance
Improvement
Consulting
Services

Welcome Today's Speakers

⌐ **Brenna Davidson**, Operational Excellence Leader, Office of Performance Management, Missouri Department of Health and Senior Services

⌐ **Kirsten (Kiki) Lezama**, CHES, Director of Public Health Workforce Infrastructure, Policy, Innovation, & Engagement, City of Milwaukee Health Department

⌐ **Lindsey Nathan O'Connor**, HR Administrator, City of Milwaukee Health Department

Missouri's Workforce Development Planning

Brenna Davidson
Operational Excellence Leader

PHIG Support & Core Competencies

Project Approach

- DHSS reached out to PHF for assistance at ASTHO's recommendation

- PHIG TA available through the PHIVE system supported the connection to PHF

- DHSS adopted the Council on Linkages Core Competencies as a framework to organize our workforce

DHSS Job Categories

Business Operations & Support	**Safety & Preparedness**	**Public Health Services**
Data Services	**Customer Support & Human Services**	**Directors**

The Planning Process

Phase 1
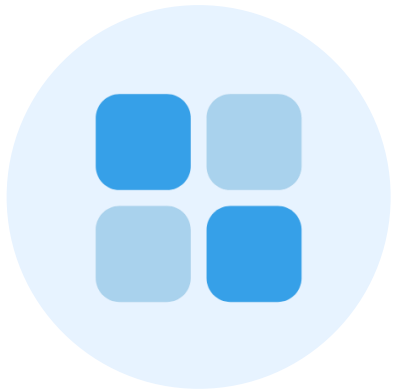
Create DHSS job categories to reflect team members

Phase 2

Interactive workshops to identify priority competencies

Phase 3

All DHSS team members assess their proficiency and weigh in on the training plan

Final Product

Planning team analyzes results and writes the DHSS Workforce Development Plan

Communicating with Team Members

Promoting the Survey

DHSS Workforce Development

SURVEY

*Share your perspective to help us create a training plan that works for **YOU**!*

The planning team created an **intranet site** to house the project information:

- The Why and project approach
- Job categories and descriptions
- Survey link
- Contacts for questions

Ongoing Communication:

- Monthly town halls for all team members
- Health planning training for senior leaders
- New Team Member Orientation

Work Plan Elements
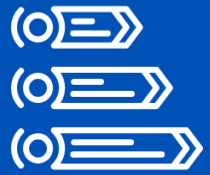
Strengthen the workforce through empowerment, education, and development

- Retention strategies
- Leadership development
- Training opportunities

Ensure a competent public health workforce

- Increase skills around Core Competencies
- Training on Foundational Public Health Services and Health Equity

Position DHSS as a destination employer

- Recruitment strategies
- Instill a sense of belonging
- Consistent onboarding experiences
- Enhanced role clarity

Plan Details

- Five-year plan developed as part of DHSS' PHAB reaccreditation cycle

- Reflects an entire priority category in the DHSS strategic plan

- Organizes our workforce initiatives with a strategic approach

- Available on the PHF site as an example

Thank you to PHF!

- **Sonja Armbruster:** Expert facilitation and guidance on the Core Competencies and workshops

- **Amanda McCarty:** Expertise and guidance for the planning team on composing the final product

Feel free to reach out with questions!

Brenna Davidson
Operational Excellence Leader
Office of Performance Management
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ANTI-RACISM IN THE WORKFORCE

MHD WorkPHORCE | MAY 13, 2024

WHY ARE WE HERE?

Emerging from the Public Health Infrastructure Grant (PHIG), WorkPHORCE follows the Public Health 3.0 framework:

- Harnessing community partnerships
- Building a diverse workforce representative of the community it serves
- Innovating paths to community engagement
- Actively promoting sustainability throughout these efforts

And at the core of these efforts, most importantly is...

- **Becoming an anti-racist organization**

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HEALTH DEPARTMENT

WorkPHORCE
Public Health Occupational
Readiness Centered in Equity

ANTI-RACISM TIMELINE

2019 — RACISM DECLARED A PUBLIC HEALTH CRISIS

- One of the first departments to do so
- Mobilizing strategies not yet identified

2022 — ANTI-RACIST STRATEGIES GO INTO STRATEGIC PLAN

- Focused on ensuring authentic and impactful efforts to dismantle racism in policies and programs
- Used frameworks rooted in racial justice
- Paved way for Anti-Racism policy
- Racial Equity Initiative Created

2023 — CORE COMPETENCY PRIORITIZATION PROCESS BEGINS

- Focused on fostering a diverse, representative, and anti-racist workforce.
- PHIVE request sent, paired with PHF

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CORE COMPETENCY PRIORITIZATION PROCESS

6 JOB CATEGORIES DEVELOPED:

USING 8 CORE COMPETENCY DOMAINS AND ANOTHER?

1. Patient/ Program Support
2. Public Health Specialists
3. Data Drivers
4. Healthcare Providers
5. Safety & Preparedness
6. Executives and Leadership

MHD

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ARE THERE 8 OR 9 DOMAINS?

- Core Competencies include a Health Equity domain

Is this explicit enough?

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I identify how I may unknowingly benefit from Racism.

I promote & advocate for policies & leaders that are Anti-Racist.

I recognize racism is a present & current problem.

I seek out questions that make me uncomfortable.

I sit with my discomfort.

I deny racism is a problem.

I avoid hard questions.

I understand my own privilege in ignoring racism.

I speak out when I see Racism in action.

Becoming Anti-Racist

Fear Zone   Learning Zone   Growth Zone

I strive to be comfortable.

I educate myself about race & structural racism.

I educate my peers how Racism harms our profession.

I talk to others who look & think like me.

I am vulnerable about my own biases & knowledge gaps.

I don't let mistakes deter me from being better.

I listen to others who think & look differently than me.

I yield positions of power to those otherwise marginalized.

I surround myself with others who think & look differently than me.

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ARE THERE 8 OR 9 DOMAINS?

- Determined that an ***explicit anti-racist domain*** was needed in order to ensure deliberate and meaningful anti-racist training and development for staff

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IMPLICATIONS FROM GAP ANALYSIS
OVERARCHING RACIAL JUSTICE COMPETENCIES

RJC 9.1 — Interpret the interrelationships of factors affecting the health of a community (e.g., social determinants of health, inequity, income, education, environment, demographic trends, and legislation)

RJC 9.7 — Advocate for health equity, social and environmental justice (e.g., sharing power, educating public and policymakers, and influencing funding)

RJC 9.9 — Implement health equity and racial justice principles through teaching and/or mentoring peers on self-awareness and reflection, empathy, and interpersonal dynamics

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CREATING AN ANTI-RACIST WORKFORCE

Education and Engagement Placement Program

- More **equitable to** ensure **more diverse and representative** workforce (eliminates biases)
- Non-Academic, **Academic, reverse placements, mentoring**

Anti-racist Preceptor Training

- Using racial justice competencies
- Previous training by another entity, not considering **power differentials**, mirco-aggressions, etc.

Go to the source: Curriculum

- Presence on nursing advisory boards to include racism as a determinant of health in curriculum
- If they don't know it's their lane, it's because school didn't tell them or didn't drive it home

Explicitness with RJC:

- RJC touch all job categories
- Anti-racist specific trainings in Workforce development plan (i.e. trauma informed care training)
- Used in developing ALL trainings (must be a part of everything we do)

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TIPS TO GET STARTED

Buy-In from Leadership

- You are going to need some strong players/sponsors to push this forward, especially in polarized communities.
- Use a universal benefit/harm approach to begin the conversation.

Communication with Staff

- What is expected of staff
- How our work supports anti-racism
- Begin introductory trainings on frameworks, shared language, values

Public Declaration

- Making a declaration and then following up
- Creating accountability
- Great platform to educate community about universal harm/benefit

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TIPS TO GET STARTED

Anti-Racism Policies

- Explicitly discusses what is expected of staff and what will happen when racism is encountered in the workplace

Anti-Racism Questions

- Included in employment interviews and also placement interviews

Use Communications to Help Shape Narrative

- Ongoing communication with the public to help shape narrative around anti-racism and promote community around it

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QUESTIONS?

STAY CONNECTED☺

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Questions

PHF's Experienced Guidance

PHF's Performance Improvement Consulting Services are built on careful listening, customized programming, and decades of public health agency experience

- **Workforce Assessment, Planning, and Development**
- **Performance Management and Quality Improvement**
- **Leadership and Change Management**
- **Accreditation Support**

Public Health Infrastructure Support

Workforce Capacity Assessment and Gap Analysis

Assessing capacity, needs, and gaps to deliver Foundational Public Health Services

2021 Core Competencies for Public Health Professionals

A set of knowledge and skills for the broad practice of public health, as defined by the 10 Essential Public Health Services

TRAIN Learning Network

The trusted leader in providing learning opportunities to public health, healthcare, behavioral health, preparedness, and other health professionals

PHF E-News

Resources, tools, and information on performance management, quality improvement, and workforce development

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