

# 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**

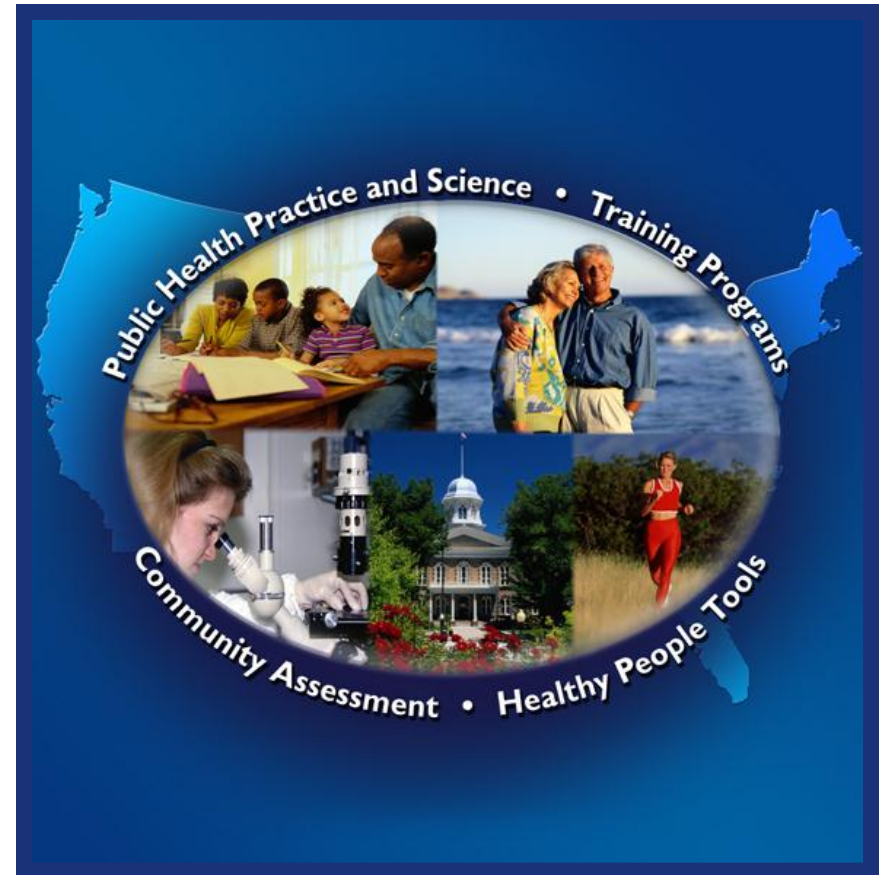
The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

**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](http://www.phf.org)



***Innovative Solutions.  
Measurable Results.***



# 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

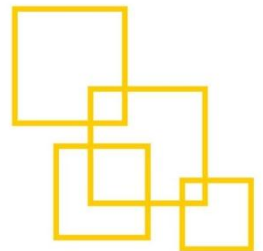
- To improve public health practice, education, and research by:
  - Fostering, coordinating, and monitoring links among academia and the public health and healthcare community;
  - Developing and advancing innovative strategies to build and strengthen public health infrastructure; and
  - Creating a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

**Funded by CDC and HRSA  
Staffed by PHF**

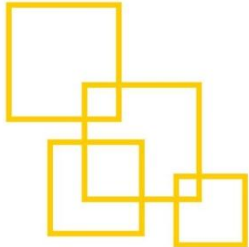
- **19 National Public Health Organizations:**
  - American College of Preventive Medicine
  - American Public Health Association
  - Association for Prevention Teaching and Research
  - Association of Accredited Public Health Programs
  - Association of Public Health Laboratories
  - Association of 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

# 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



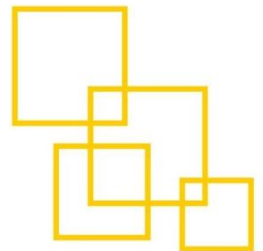
# History of the Core Competencies





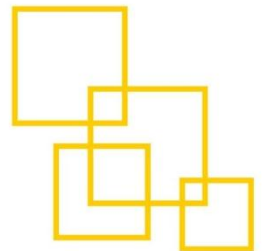
# About the Core Competencies

- 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**

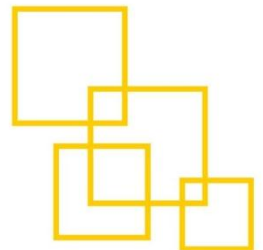
# Comments Received

- 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

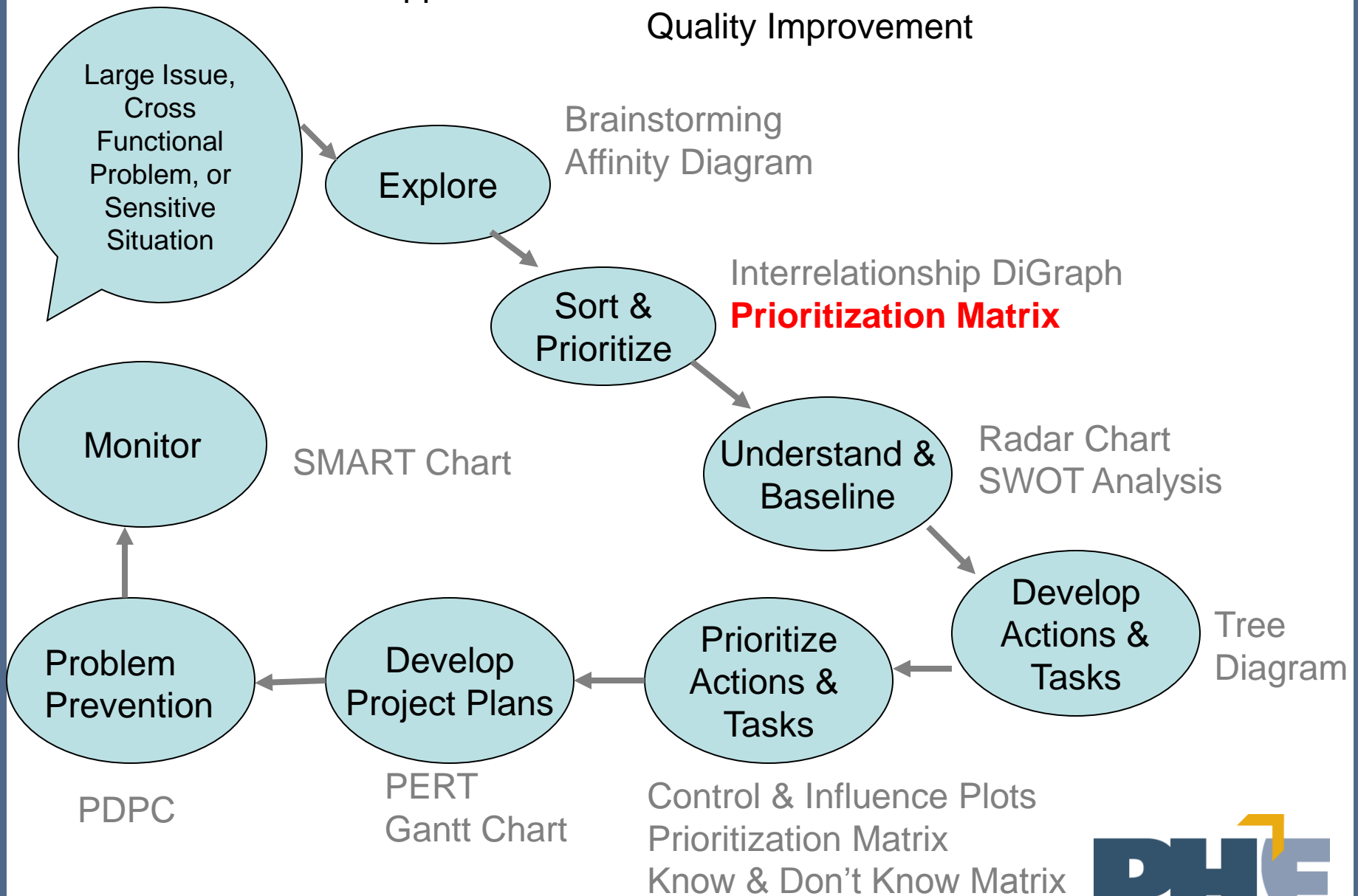
## ➤ Leadership and Systems Thinking Skills

- 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

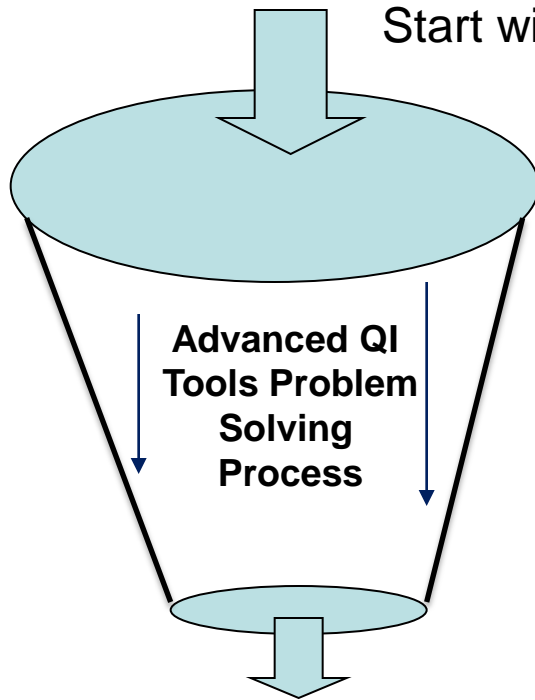




# General Approach On How To Use The Advanced Tools Of Quality Improvement



# Funnel Approach



Constant process of refinement and insight

Clear Action Plan to Resolve The Problem or Issue Statement

# Prioritization Matrices

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



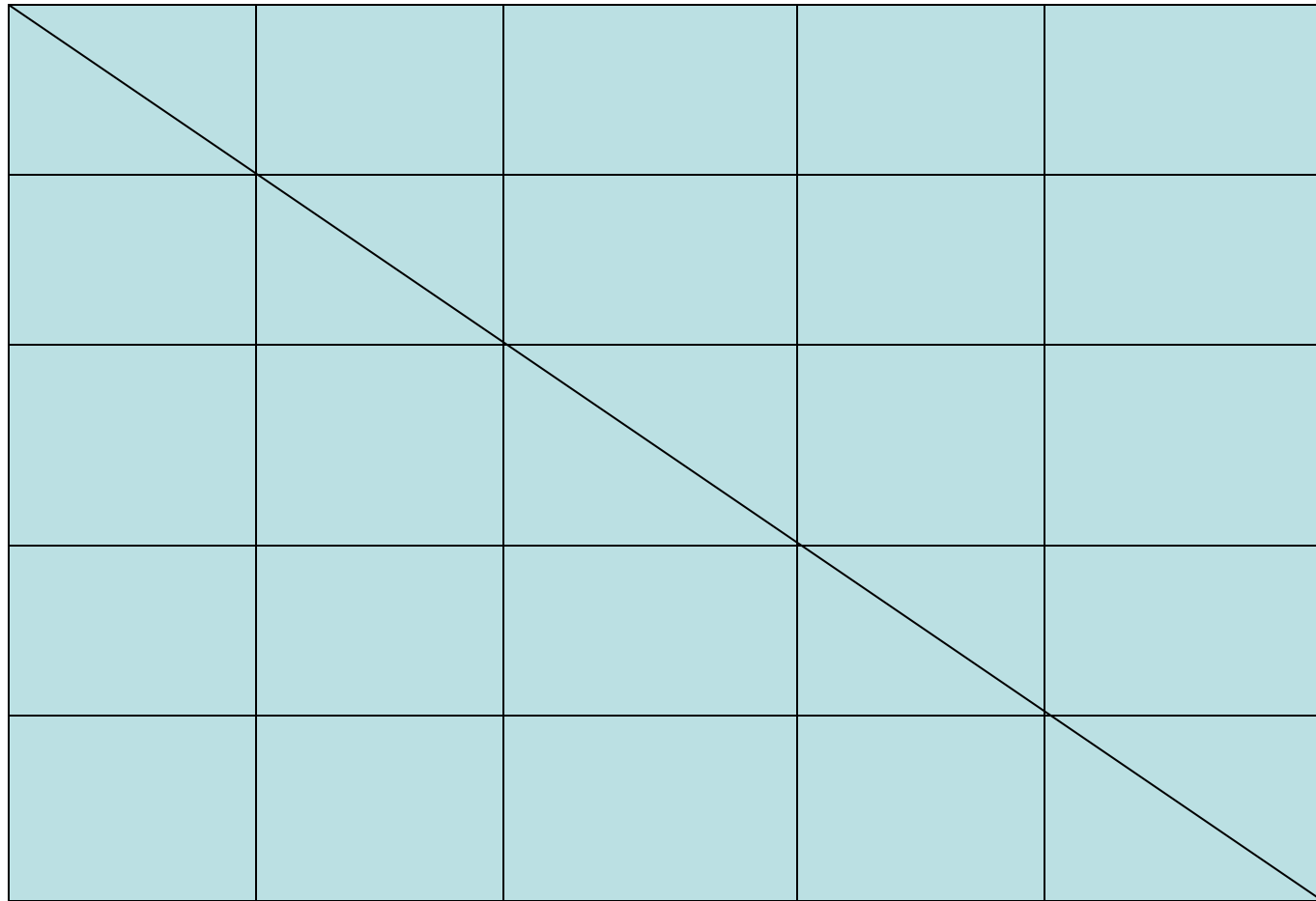
# Some Decision Criteria Drivers

- 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



Score

# 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

	1	2	3	4	Score	Rank
1. Microwave						
2. Air Popped						
3. Popped in Oil						
4. Pre-Packaged						

- **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



	1	2	3	4	5	6	7	8	Score/Rank	
1. Analytic/ Assessment										
2. Policy Development										
3. Communication										
4. Cultural Competency										
5. Community Dimensions										
6. Basic Sciences Skills										
7. Financial P&M										
8. Leadership and Systems										

**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

	1	2	3	4	5	6	7	8	Score
1. Analytic/ Assessment		1/5	1/5	1	1/5	5	1/5	1/5	<b>7</b>
2. Policy Development	5		1	5	5	10	1	1	<b>28</b>
3. Communication	5	1		10	10	10	1	1/5	<b>47.2</b>
4. Cultural Competency	1	1/5	1/10		1/5	10	1/5	1/5	<b>11.9</b>
5. Community Dimensions	5	1/5	1/10	5		10	1/5	1/5	<b>20.7</b>
6. Basic Sciences Skills	1/5	1/10	1/10	1/10	1/10		1/10	1/10	<b>0.8</b>
7. Financial P&M	5	1	1	5	5	10		1/5	<b>27.2</b>
8. Leadership and Systems	5	1	5	5	5	5	5		<b>31</b>

Example from a Commission on Health



# PHF Available Training and Learning Resources

- TRAIN – [www.train.org](http://www.train.org)
  
- Learning Resource Center – [bookstore.phf.org](http://bookstore.phf.org)
  - Examples:
    - Public Health Leadership: Putting Principles into Practice
    - Public Health Quality Improvement Handbook
  
- Performance Management and Quality Improvement – [www.phf.org](http://www.phf.org)
  - Tools
  - Tutorials
  - Case Studies
  - White Papers



For quick access, place your bookmarks here on the bookmarks bar. [Import bookmarks now...](#)

Other bookmarks

- ▶ By Accreditation
- ▶ By Certificate
- ▶ Keyword Search
- ▶ By Training plan
- ▶ By Language
- ▶ Advanced Search

 Title	Sponsor/Offerer	Format	Rating
 Diversity Leadership: A Strategic Approach	South Central Center for Public Health Preparedness	Web-based Training - Self-study	no reviews
 Leadership and Advocacy: Trends and Challenges in Maternal and Child Health	South Central Center for Public Health Preparedness	Web-based Training - Self-study	no reviews
 Evaluating Medical Information on the Web	Medical Library Association CE through Kovacs Consulting Internet & Web Training	Web-based Training - Self-study	no reviews
 EM 142: Incident Command Systems for Health Care with NIMS	Yale New Haven Health Center for Excellence	Web-based Training - Self-study	no reviews
 Health Care Transition, #3 - Listen to Me, Learning to Encourage Youth as Self Advocates (1025533)	Children and Youth with Special Health Care Needs, KDHE and Kansas University Center on Developmental Disabilities	Web-based Training - Self-study	no reviews
 Effective Leadership for Healthy Communities: Concepts, Collaborations and Case Studies	Michigan Public Health Training Center	Web-based Training - Self-study	no reviews
 Module 3: Nursing Care Coordination: Development of Interventions	University of Colorado, College of Nursing (CON) and the Colorado Department of Public Health and Environment (CDPHE)	Web-based Training - Self-study	no reviews
 Leadership, Strategic Planning and Systems Approaches	South Central Center for Public Health Preparedness	Web-based Training - Self-study	no reviews
 Leadership and Advocacy: Trends and Challenges in Maternal and Child Health	Alabama Department of Public Health Training Network	Webcast (on demand)	no reviews
 The Pyramid Model: An Evidence-Based, 3-Tiered Conceptual Model for Promoting Social Emotional Development	UC Denver, College of Nursing & NRC/Pediatric Nursing Leadership & Special Needs Program	Web-based Training - Self-study	no reviews
 Basic Quality Improvement Tools for Public Health	American Society for Quality (ASQ)	Webstream/Archived Webcast	no reviews
 Overview of Infant Mental Health	UC Denver, College of Nursing & NRC/Pediatric Nursing Leadership & Special Needs Program	Web-based Training - Self-study	no reviews
 Leadership Management Communication	South Central Center for Public Health Preparedness	Web-based Training - Self-study	1 reviews
 Institute of Medicine's Future of Public Health 20 Years Later	National Association of Local Boards of Health	Webcast (on demand)	no reviews
 Module 2: Medical Home Model: You're Invited; Be Part of the Team!	University of Colorado Denver, College of Nursing and the Colorado Department of Public Health and Environment (CDPHE)	Web-based Training - Self-study	no reviews
 Implementing the CIFOR Guidelines: Food for Thought and Action (Web on Demand) - WD1541	Centers for Disease Control & Prevention (CDC)	Webcast (on demand)	no reviews
 Practical Leadership Development for Peak Performance	The Clemmer Group	Webstream/Archived Webcast	1 reviews

# PHF Available Training and Learning Resources

- TRAIN – [www.train.org](http://www.train.org)
  
- Learning Resource Center – [bookstore.phf.org](http://bookstore.phf.org)
  - Examples:
    - Public Health Leadership: Putting Principles into Practice
    - Public Health Quality Improvement Handbook
  
- Performance Management and Quality Improvement – [www.phf.org](http://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/>
- CDC Performance Improvement Managers – <http://www.cdc.gov/ostlts/performance/index.html>
- Partners in Information Access for the Public Health Workforce – [phpartners.org](http://phpartners.org)



Thank you!!!

