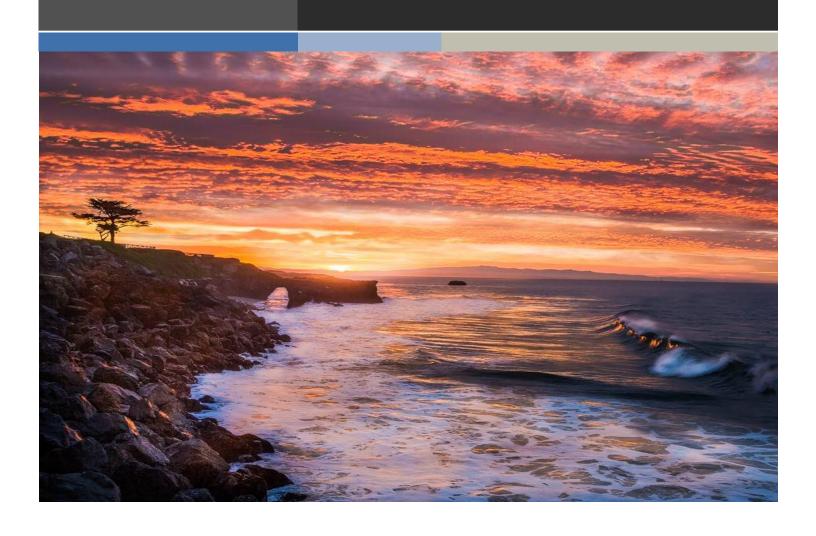**Santa Cruz County Health Services Agency**
Public Health Division

Workforce Development Plan

Signature Page
This plan has been approved and adopted by the following individuals:

_____   _____

Arnold Leff, MD   Date

Revisions:

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed by

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Santa Cruz County Public Health is a division of the Health Services Agency. This workforce development plan is part of preparing for nation public health accreditation from the Public Health Accreditation Board. For more information about Santa Cruz County's public health accreditation activities, please visit by clicking here.

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Training and development of the workforce is one part of a comprehensive strategy toward division quality improvement. Fundamental to this work is identifying gaps in knowledge, skills and abilities through the assessment of both organizational and individual needs and addressing those gaps through targeted training and development opportunities.

This plan serves as the foundation of the Public Health Division's ongoing commitment to the training and development of its workforce, and to the overall desired culture of learning and quality/performance improvement.

Executive Summary

A competent, capable public health workforce is essential for protecting and improving the health and wellness of the public and responding to major health threats. Continued investment in training and development of the workforce will create many successes for Santa Cruz County, Public Health Division (SCCPHD). The purpose of this workforce development (WFD) plan is to outline the training and development of the SCCPHD staff to ensure a competent public health workforce.

The plan contains a description of the current workforce demographics, competencies, and future workforce needs. SCCPHD completed an assessment in April 2018. We used the Council on Linkages between Academia and Public Health Practice's Core Competencies and the Bay Area Regional Health Inequities Initiative's Health Inequities Toolkit to develop a self-assessment that was distributed to all staff in the Public Health Division using Survey Monkey. Training and development opportunities were identified to address those gaps.

This workforce development plan contains goals for the Division as identified through Core Competency assessments and a training schedule. There is a plan for how to communicate workforce development information to all Public Health Division staff. Training and workforce development will be tracked and monitored, closely in alignment with the Division's performance management system and strategic plan. This plan documents a process to assess and identify the core competency level of Public Health Division staff along with a plan to increase the core competency level of Public Health Division staff over the next 5 years.

This plan also serves to address the documentation requirement for PHAB Accreditation Standards 8.2.1A: *Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies*. Training and development of the workforce is one part of a comprehensive strategy toward division quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs and addressing those gaps through targeted training and development opportunities.

 The goal of the plan is to ensure a competent workforce that receives the training and guidance they need to be successful in the implementation of the Public Health programs we provide and serve our patients and clients to the best of their abilities, while also rising to meet any future workforce needs. This plan serves as the foundation of the Santa Cruz County, Public Health Division's ongoing commitment to the training and development of its workforce. This plan contains goals that the Public Health Division is committed to achieving, and barriers that the organization anticipates facing as it moves forward with workforce development.

Vision, Mission, & Values

The vision of Santa Cruz County Public Health is *Better Health Every Day for Everyone.* The mission of Santa Cruz County Public Health is to collaborate with the community to protect, promote, and improve the health and well-being of the people of Santa Cruz County. Division values include:

1. **Collaboration**
   - Working in teams and partnering with others to achieve our goals and vision
2. **Community-focus**
   - Ensuring that community members are able to participate and have a voice in our work
3. **Compassion**
   - Demonstrating understanding, empathy, and kindness with patients, clients, colleagues, and the community
4. **Equity**
   - Ensuring full and equal access to programs and services that enable people to lead healthy lives
5. **Quality**
   - Striving toward excellence through the use of evidence-based practices and process improvement in all service and program areas
6. **Respect**
   - Addressing everyone with politeness and dignity while demonstrating value of individual needs and cultural diversity

These values are reflected in the four (4) strategic issue areas and their related strategic priorities as outlined in the Santa Cruz County Public Health Division Strategic Plan and this Workforce Development Plan.

Strategic Priorities	
Priority 1: Access to Health Care and Dental Care	Goal 1.1: Increase access to culturally appropriate, quality, and affordable primary care
	Goal 1.2 Increase access to oral health services
Priority 2: Data and Technology	Goal 2.1: Participate in a coordinated health data resource for the county using the most current technology available
Priority 3: Public Awareness and Education	Goal 3.1: Improve Public Health branding so the community knows what Public Health does
	Goal 3.2: Increase positive perception of the role of Public Health in the community
Priority 4: Obesity and Diabetes Prevention	Goal 4.1: Shift food and beverage consumption from unhealthy to healthy
	Goal 4.2: Increase physical activity

Learning Culture

The Public Health Division is committed to building a culture of learning. Development of a training program that cross trains staff and develops skill sets and professionalism has been identified as one of our division's objectives, alongside creating a positive culture and recruiting and retaining talented professionals to expand our workforce.

Assuring a competent workforce is one of the ten essential public health services. It is our responsibility as a public health organization to assure and maintain public health workforce standards and use a universally accepted set of core competencies. Continuing education and lifelong learning which includes cultural competency and leadership development are also priorities for the Public Health Division.

We are working towards a culture of quality. Quality improvement and Workforce Development go hand in hand. The Workforce Development plan will contribute to our culture of learning and quality by allowing us to establish better systems for training and a management plan for the development of our workforce.

Workforce Profile

This report provides a description of the Santa Cruz County Public Health Division's current and anticipated future workforce needs. The Santa Cruz County, Public Health Division conducted an employee workforce development survey in April 2018. This survey gathered feedback to inform a Workforce Development Plan that meets Measure 8.2.1.1 and Measure 11.1.4.3 of the Public Health Accreditation Board.

Assessment of Core Competencies for Public Health Professionals
In developing the Workforce Development Plan, Public Health Accreditation Board Measure 8.2.1.1 says "The workforce should assess current staff competencies against an adopted core competencies." Santa Cruz County Public Health Division has chosen the "Core Competencies for Public Health Professionals " developed by the Public Health Foundation. The Core Competencies for Public Health Professionals are a consensus set of foundational skills for the broad practice of public health, as defined by the 10 Essential Public Health Services. The Core Competencies are organized into eight skill areas or domains that cut across public health disciplines. By assessing the Public Health Division staff's level of knowledge or skill for each competency statement described, the Division will be able to prioritize staff's learning time to focus on those areas that are most important to staff and to concentrate where the need for training and learning may be greatest.

The Core Competencies are organized into eight domains, reflecting knowledge or skills necessary for effective public health practice. The eight domains are:
1)	Analytical/Assessment skills
2)	Policy Development/Program Planning skills
3)	Communication skills
4)	Cultural Competency skills
5)	Community Dimensions of Practice skills
6)	Public Health Sciences skills
7)	Financial Planning and Management skills
8)	Leadership and Systems Thinking skills

Public Health

The staff was categorized in three tiers:

1) Tier 1 - Front Line Staff/Public Health Professionals: Individuals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities include data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.

2) Tier 2 - Managers and Supervisors: Individuals with program management and/or supervisory responsibilities. Other responsibilities may include: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues.

3) Tier 3 - Directors and Senior Leaders: Individuals at a senior/management level and leaders of public health organizations. In general, an individual who is responsible for the major programs or functions of an organization, setting a strategy and vision for the organization, and/or building the organization's culture.

The following are results of the self-assessment survey that assess core competencies and cultural competency for public health professionals. A total of 70 employees responded to the survey.

Staff Tier	# of employees
Tier 1 – Front Line Staff/Public Health Professionals	50
Tier 2 – Managers and Supervisors	18
Tier 3 – Directors and Senior Leaders	2

Current Workforce Demographics

Gender	
Male	8
Female	61
Decline to Answer	1
Race	
White, non-Hispanic	46
Hispanic	15
Asian/Pacific Islander	3
More than one race	4
Decline to Answer	2
Age (years)	
20-29	2
30-39	16
40-49	10
50-59	28
More than 60	14
How long have you been employed with the Public Health Division?	
Less than 1 year	15
1 to 2 years	13
3 to 10 years	14
More than 10 years	28
Employees Retiring in <5 years	24

Highest Level of Education	
High school graduate, diploma, or GED	2
Some college credit, no degree	6
Trade/technical/vocational training	2
Associate degree	4
Bachelor's degree	25
Master's degree	25
Professional degree	4
Doctorate degree	1

Job Classification	
Clerk	3
Public Health Educator	8
Public Health Nurse	23
Health Program Specialist	6
Health Services Manager	5
Physical Therapist	4
Occupational Therapist	4
Social Worker	4
Epidemiologist	3
Administration	9

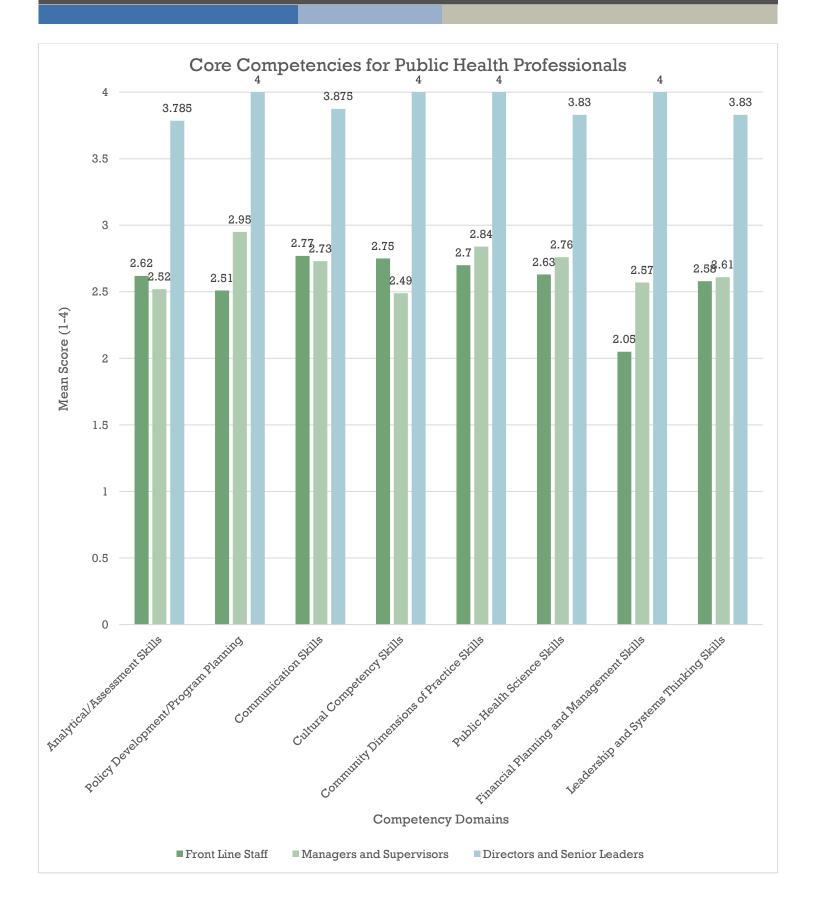| What program unit do you work in?	
Emergency Preparedness	6
Community Health Education	10
Emergency Medical Services	1
Communicable Disease	12
Public Health Administration	7
California Children Services	14
Medical Therapy Unit	1
Child Health and Disability Prevention	6
Family Health	10
CARe Team	8
Vital Statistics	2

Participants rated their level of proficiency for each of the core competency statements on a scale of "none" (1) to "proficient" (4). Possible answers are as follows:

1- I am unaware or have very little knowledge of the skill
2- I have heard of, but have limited knowledge or ability to apply the skill
3- I am comfortable with my knowledge or ability to apply the skill
4- I am very comfortable, am an expert, or could teach this skill to others.

Front Line Staff Core Competency Scores (n=50)	
Competency Domain	Mean Score (1-4)
Analytical/Assessment Skills	2.62
Policy Development/Program Planning	2.51
Communication Skills	2.77
Cultural Competency Skills	2.75
Community Dimensions of Practice Skills	2.70
Public Health Science Skills	2.63
Financial Planning and Management Skills	**2.05**
Leadership and Systems Thinking Skills	2.58

Managers and Supervisors Core Competency Scores (n=18)	
Competency Domain	Mean Score (1-4)
Analytical/Assessment Skills	2.52
Policy Development/Program Planning	2.95
Communication Skills	2.73
Cultural Competency Skills	2.49
Community Dimensions of Practice Skills	2.84
Public Health Science Skills	2.76
Financial Planning and Management Skills	2.57
Leadership and Systems Thinking Skills	2.61

Directors and Senior Leaders Core Competency Scores (n=2)	
Competency Domain	Mean Score (1-4)
Analytical/Assessment Skills	3.785
Policy Development/Program Planning	4.00
Communication Skills	3.875
Cultural Competency Skills	4.00
Community Dimensions of Practice Skills	4.00
Public Health Science Skills	3.83
Financial Planning and Management Skills	4.00
Leadership and Systems Thinking Skills	3.83

Core Competencies for Public Health Professionals

Bar chart titled "Core Competencies for Public Health Professionals" showing Mean Score (1-4) on the y-axis and Competency Domains on the x-axis, with three series: Front Line Staff, Managers and Supervisors, Directors and Senior Leaders.

Competency Domain	Front Line Staff	Managers and Supervisors	Directors and Senior Leaders
Analytical/Assessment Skills	2.62	2.52	3.785
Policy Development/Program Planning	2.51	2.95	4
Communication Skills	2.77	2.73	3.875
Cultural Competency Skills	2.75	2.49	4
Community Dimensions of Practice Skills	2.7	2.84	4
Public Health Science Skills	2.63	2.76	3.83
Financial Planning and Management Skills	2.05	2.57	4
Leadership and Systems Thinking Skills	2.58	2.61	3.83

Legend: ■ Front Line Staff ■ Managers and Supervisors ■ Directors and Senior Leaders

Assessment of Cultural Competency

In developing the Workforce Development Plan, Public Health Accreditation Board Measure 11.1.4.3 says "Health departments must provide an assessment of cultural and linguistic competence." Cultural competence measures the local health department's understanding of and ability to address health equity and social, cultural, or linguistic aspects of public health programs. Addressing the challenges of health inequities requires an understanding of how underlying social inequities shape the conditions that affect our health. Santa Cruz County, Public Health Division utilizes the *Bay Area Regional Health Inequities Initiative (BARHII)* toolkit to assess our workforce's understanding of health inequity and ability to deliver culturally and linguistically appropriate services to diverse communities.

Assessment of Cultural Competency (n=70)	
Question	Mean Rating (1-5)
I am familiar with the major health inequities affecting residents in the community we serve.	4.04
I could explain the environmental, social, and economic conditions that impact health to my co-workers.	3.88
I have taken steps to enhance my own cultural competence and cultural understanding.	3.94
Within my unit, we have engaged in group discussions about how our work could address one or more of the environmental, social, and economic conditions that impact health.	3.75
I know how the work done by other programs of Santa Cruz County Public Health Division contributes to addressing health inequities in our community.	3.49
I collaborate with staff in other programs within Santa Cruz County Public Health Division to address the environmental, social, and economic conditions that impact health.	3.47
There is support from management within Santa Cruz County Public Health Division for collaborations between programs addressing health inequities.	3.41
I think most staff members at Santa Cruz County Public Health Division demonstrate a commitment to addressing the environmental, social, and economic conditions that impact health.	Moving in that direction – 26 Yes – 24

Education Requirements

Licensures held by staff, and their associated Continuing Education requirements, are shown in the table below.

Continuing Education Required by Discipline

Discipline	California CE Requirements
Nursing (RN, LVN)	30 contact hours every 2 years
Health Educator (CHES) (MCHES)	75 CE units per 5 year certification period
Physician	50 hours per 2 year licensing period
Physical Therapist	30 hours total per 2 year licensing period (Include 2 hours of Ethics and 4 hours of CPR)
Occupational Therapist	24 hour per the 2 year licensing period
Social Worker (LSW, MSW)	36 hours per 2 year licensing period
Other	Add as needed

Training Needs & Future Workforce

Future Workplace
Retirement
Within 5 years, almost a quarter of staff has designated that they will be retiring. The health division will be working on succession planning and recruitment for staff. The division needs to plan for this to insure a smooth transition when losing a number of staff employed at the division for many years. These individuals are a wealth of knowledge and take care of everyday activities that many of us take for granted. Administration and staff want to be prepared and have a plan so that programs can continue to provide services to individuals in our community.

Technology Advancements – related to Strategic Area
Strategic priority 2 is focused on data and technology. Expanded use of technology is essential for public health. A planned approach to ensure that staff can be up-to-date on their technology skills is essential. This planned approach needs to assure the identification of technology skills needed by employees and the provision of training opportunities where needs are identified, so staff can be effective in their jobs.

Emergency Preparedness
Lessons learned from exercises, real time responses, and after-action reports
The Public Health Division is dedicated to ensuring that our future workforce needs are met in the rapidly changing public health environment. There has been growing concern with public health emergency preparedness as the advent of new diseases rise and other unexpected situations occur. We work to incorporate preparedness into our daily work and will continue to do so by offering regular continuing education and trainings to staff.

Division Climate Survey
At least once per year, the Public Health Division shall create and send to all staff an employee feedback survey. Upon completion of the survey, the division chief is responsible for review of the results and to implement any necessary changes in practice as applicable.

Collaboration with local colleges
Establish Memorandum of Understanding (MOU) with Cabrillo College to provide clinical placements and nurse preceptors for their Nurse Residency Program (NRP). This agreement will support an ongoing, collaborative relationship with Cabrillo College, and will continue to provide the division a voice in the county with ensuring the quality of the public health workforce. According to the Robert Wood Johnson Foundation's *Enumeration and Characterization of the Public Health Nurse Workforce* (2012), there is a significant need to strengthen the education and training of public health nurses.

Recruitment and retention of Public Health Nurse's in Santa Cruz County has historically been a challenge. Though public health nurses typically report high levels of job satisfaction, the salary compensation is much lower than acute-care settings. In addition, newer nurses are often unaware of the various roles of public health nurses due to limited community-health experiences in school. As such, the candidate-pool for public health nurses is typically low, and the diversity of the candidates is limited.

This MOU will provide real public health nursing experiences for new nurses who are motivated to work in public health. The nursing students will be able to work on projects that the division needs assistance with, thus providing support to our programs. By partnering, the division will be actively engage with increasing the amount of qualified public health nurses in the community, thus strengthening the public health workforce.

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Barriers & Solutions

The Public Health Division faces many of the same barriers as other similar sized health departments. We fight siloed funding and lack of financial resources by supporting public health modernization, pursing grants and alternative sources of funding and identifying cost effective or free training opportunities. These strategies also work towards easing the lack of FTE and time that occurs regularly for the Public Health Division, with limited staff wearing multiple hats.

Staff identified barriers to taking trainings through the Workforce Assessment Survey. The Santa Cruz County Accreditation team examined these barriers and proposed solutions to address them. The table below summarizes the barriers to addressing the gaps in workforce competencies and the proposed solutions for successful implementation:

Barriers	Strategies
- Time - Classes not readily accessible	- Webinars will be made available for staff to take at their convenience. - Some trainings will be integrated into all-staff meetings. - Offer morning and afternoon options.
- Classes not readily accessible (location-based for Watsonville employees)	- More trainings will be planned in strategic locations
- Time away from work	- Managers and supervisors will work with employees to provide adequate time for their staff to take trainings during work hours.
- Timely notification and communication of training opportunities	- Try to provide 6-week notice for training opportunities.

Goals & Objectives

This section presents workforce development goals for the Public Health Division. These broad-based goals/objectives are intended to move the division towards an ideal future we would like to see created within the division as it relates to workforce development and creating and building a learning culture.

Goal	Objectives	Target Audience	Resources	Responsible Party
Develop individual staff competency	- During every annual Employee Performance Evaluation & Development Report, the employee Development Plan (DP) (Section III B) will be developed and reviewed by the individual and their supervisors. - 90% of employees identify and address a training need through the employee performance review process - Hold training for health division staff	All Staff	Employee Performance Evaluation & Development Report	Managers & Supervisors
Enhancing core competency and cultural competency within all staff	- Identify one training per year that will address an identified gap in core competencies - Identify one training per year that will address an identified gap in cultural competency - Hold training for health division staff	All Staff		Public Health Administration Team
Establish an orientation program for new employees	- Develop and maintain a comprehensive orientation checklist for new Public Health employees aimed to provide comfort and confidence with expectations and navigation of the County within 60 days of hire and be completed by the December 31, 2018.	New Hires		Managers & Supervisors/Public Health Administration Team
Establish a culture of quality within the division	- All Public Health staff will complete basic Continuous Quality Improvement training	All Staff		Public Health Admin/QI Steering Committee
Training Needs Assessment	- Perform needs assessment of all staff using broad organizational-level public health competencies. - Perform discipline-specific needs assessment for specific staff. Public Health Preparedness & Response Model Health Education Responsibilities and Competencies Quad Council Public Health Nursing Competencies Competencies for Applied Epidemiologists in Governmental Public Health Agencies	All Staff		Public Health Administration Team
Assess employee engagement/feedback annually	- Perform assessment of employee engagement annually - Implement a QI project to address any identified gaps in employee engagement	All Staff		Public Health Administration Team

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Curriculum & Training Schedule – New Public Health Employee Orientation

Topic	Target Audience	Schedule	Location & Description
On-line Employee Orientation	New Hires	At time of hire	https://scclearns.skillport.com/skillportfe/main.action?path=summary/CUSTOMER_DEFINED/_scorm12_sppubscclearns_sccl_100317_neo_v3
Community Store	All Staff	At time of hire	https://business.landsend.com/store/santacruzcounty/
Employee Wellness Program	All Staff	At time of hire/Program also provide updates regularly via email	http://www.santacruzhealth.org/HSAHome/EmployeeWellness.aspx
Employment Policies & benefits	All Staff	At time of hire	Policies, Procedures & Regulations: http://www.santacruzcounty.us/Departments/Personnel/PoliciesForms.aspx Memoranda of Understandings: http://www.santacruzcounty.us/Departments/Personnel/LaborRelations.aspx Employee Benefits: http://www.santacruzcounty.us/Departments/Personnel/BenefitPackages.aspx
Job Performance expectations & evaluation	All Staff	At time of hire/3 months/6 months/annually completion of probationary period	Provide a copy of blank Employee Performance Evaluation & Development Report to ensure new employee is aware of what they will be evaluated on
Information Technology & Communications	All Staff	At time of hire	Information Security: Everyone's Responsibility: http://sccintranet/Portals/0/ISD/security_booklet.pdf Internet Use Policy: http://sccintranet/POrtals/0/PolandProc/ProceduresManual/PM6463.pdf
Safety/Emergencies	All Staff	At time of hire/HSA and County Safety Committee's provide updates via email	http://sccintranet/Departments/General-Services/Safety-Program http://hsa.co.santa-cruz.ca.us/resources/02emergencyinfo.htm Active Shooter General Information – Homeland Security; County Safety Procedures & Plans (Injury & Illness Prevention Program); Contact Information; How to Report; Get Help with Ergonomics; Site Emergency Plan & Evacuation Route Maps; Integrated Pest Management; & Training Resources
Avaya Phone System	All Staff	At time of hire	http://hsa/resources/02phonemail.htm
Purchase Order Training	All Staff	At time of hire	http://hsa/pdfs/Purchase%20Order%20Training%2011-29-07.pdf
Continuity of Operations Plan (COOP) & Mission Essential Functions	All Staff	Within 30 days of hire	
Continuity of Operations Plan	Senior Leadership	Within 30 days of hire	Brief on the existence, concepts and their responsibilities under the COOP

Mandatory Training

Topic	Target Audience	Schedule	Location & Description
Departmental EEO, Prevention of Sexual Harassment, & ADA Liaisons	All Staff	Biennially	http://sccintranet/Portals/0/Personnel/liaisons.pdf
Bloodborne Pathogens Training		Annually	
HIPAA Training	All Staff	Annually	Link provided by Personnel http://hsa.co.santa-cruz.ca.us/resources/hipaa/HCP.htm
Dealing With Active Threats at Work	All Staff	Once at time of hire	Sent via email from Kennedy Cosker
IS-100.B: Introduction to Incident Command System, ICS-100	All Staff	Once at time of hire	https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b
IS-200.B: ICS for Single Resources and Initial Action Incidents		Once at time of hire	https://training.fema.gov/is/courseoverview.aspx?code=IS-200.b
IS-700.A: National Incident Management System (NIMS)	Managers & Supervisors	Once at time of hire	https://training.fema.gov/is/courseoverview.aspx?code=IS-700.a
Acceptable Use Policy & Sign Employee Declaration	All Staff	Once at time of hire	http://hsa/pdfs/County%20Worker%20Acceptable%20Use%20Policy.pdf http://hsa/pdfs/County%20Worker%20Acceptable%20UseDeclaration.pdf
Emergency Contract Information	All Staff	At time of hire/update annually during Performance Evaluation	http://hsa/admin/pdfs/Personnel%20Forms/Emergency%20Contact%20Information%20form.pdf
Public Health Division Vision, Mission, Values & 5 Year Strategic Direction	All Staff	At time of hire/update annually during Performance Evaluation	http://www.santacruzhealth.org/HSAHome/HSADivisions/PublicHealth/PublicHealthCoreFunctions.aspx
Public Health Division Strategic Plan 2018 – 2023	All Staff	At time of hire/update annually during Performance Evaluation	http://www.santacruzhealth.org/Portals/7/Pdfs/2018%20PH%20Strategic%20Plan.pdf
Employee Feedback Survey	All Staff	Annually	At least once per year, the Public Health Division shall create and send to all staff and employee feedback survey. Upon completion of the survey, the division chief is responsible for review of the results and to implement any necessary changes in practice as applicable.
Basics of quality improvement for Public Health Practitioners	All Staff	Once at time of hire	https://phtc-online.org/catalog/pm-QI-basics/

Curriculum & Training Schedule – Public Health & Quality Improvement and Performance Management

Topic	Target Audience	Schedule	Location & Description
AFIX	Immunization PHN	As scheduled with supervisor	https://www.cdc.gov/vaccines/programs/afix/index.html Intro to AFIX; a quality improvement program used to raise immunization coverage levels, reduce missed opportunities to vaccinate, & improve standards of practices at the provider level
Introduction to Public Health	All Staff	As scheduled with supervisor	https://www.cdc.gov/publichealth101/public-health.html
Logic Model	All Staff	As scheduled with supervisor	https://www.train.org/main/course/1064684/
Health Literacy	All Staff	As scheduled with supervisor	https://www.train.org/main/course/1057675/
Quality Improvement: Plan-Do-Study-Act Cycle	All Staff	As scheduled with supervisor	http://www.health.state.mn.us/divs/opi/qi/toolbox/pdsa.html
CQI for Public Health: The Fundamentals (3 hours)	All Staff	As scheduled with supervisor	https://osupublichealth.catalog.instructure.com/courses/phqi-0001
CQI for Public Health: Tool Time (2 hours)	All Staff	As scheduled with supervisor	https://osupublichealth.catalog.instructure.com/courses/phqi-0005
Dr. Mike Evans Video: An Illustrated Look at Quality Improvement in Health Care	All Staff	As scheduled with supervisor	http://www.ihi.org/resources/Pages/AudioandVideo/MikeEvansVideoQIHealthCare.aspx
PDSA Cycle (Part 1) (Video, 4:45)	All Staff	As scheduled with supervisor	http://www.ihi.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Whiteboard5.aspx
PDSA Cycle (Part 2) (Video, 3:48)	All Staff	As scheduled with supervisor	http://www.ihi.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Whiteboard6.aspx
Fishbone Diagram/Cause & Effect Diagram	All Staff	As scheduled with supervisor	Video(5:15): http://www.ihi.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Whiteboard16.aspx Text: http://www.health.state.mn.us/divs/opi/qi/toolbox/fishbone.html PDF Example: http://www.phf.org/resourcestools/Online/Public_Health_Fishbone.pdf
Flowcharts	All Staff	As Scheduled with supervisor	Video (7:46): http://www.ihi.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Whiteboard11.aspx Video (8:54): http://www.ihi.org/education/IHIOpenSchool/resources/Pages/AudioandVideo/Whiteboard12.aspx Text: http://www.health.state.mn.us/divs/opi/qi/toolbox/flowchart.html
QI & Performance Management Tools (Text based)	All Staff	As Scheduled with supervisor	http://www.health.state.mn.us/divs/opi/qi/toolbox/#qi-pm
QI & Performance Management Tools (Video based)	All Staff	As Scheduled with supervisor	http://www.ihi.org/education/IHIOpenSchool/resources/Pages/BobLloydWhiteboard.aspx

Curriculum & Training Schedule – Program Specific

Topic	Target Audience	Schedule	Location & Description
Legal Basis of Public Health Practice	Tier 2 & Tier 3 Staff	As scheduled with supervisor	CDC Course – The legal Basis of Public Health https://biotech.law.lsu.edu/Courses/PH_Courses/cdc/lbph.htm
CDC Principles of Epi	Epidemiologist	As scheduled with supervisor	https://www.cdc.gov/ophss/csels/dsepd/SS1978/index.html This course covers basic epidemiology principles, concepts, & procedures useful in the surveillance & investigation of health-related states or events.
Competency Sets	All Staff Epidemiologist Health Program Specialist Health Educators Public Health Nurses	As scheduled with supervisor	A consensus set of competencies that reflect foundational skills desirable for professionals engaging in the practice, education, and research of public health. http://www.phf.org/resourcestools/Documents/Core_Competencies_for_Public_Health_Professionals_2014June.pdf The following are links to core public health and job specific competency sets. The links here are by no means exclusive or exhaustive: Epidemiology: https://www.cdc.gov/appliedepicompetencies/ Health Education: https://www.nchec.org/health-education-credentialing Public Health Nursing: http://www.phf.org/resourcestools/Pages/Public_Health_Nursing_Competencies.aspx
Child Safety Seat	Health Program Specialist	As scheduled with supervisor	Certification or staff distributing car seats
HIV Training	Health Program Specialist	As scheduled with supervisor	Training needed for testing
CDC Crisis & Emergency Risk Communications for Pandemic Flu	PIO	As scheduled with supervisor (once every 5 years)	Risk communication guidelines for pandemic influenza http://emergency.cdc.gov/cerc/CERConline/pandemic/index.html
CDC Crisis & Emergency Risk Communications Basics	PIO	As scheduled with supervisor (once every 5 years)	Risk communications basics http://emergency.cdc.gov/cerc/training/basic/index.asp

Federal Emergency Management Trainings

Topic	Target Audience	Schedule	Location & Description
IS 120a	Emergency Preparedness (EP) Staff Emergency Medical Services (EMS) Manager	As scheduled with supervisor	Intro to the basics of emergency management exercises http://www.training.fema.gov/is/courseoverview.aspx?code=IS-120.a
ICS 250a	Public Information Officer (PIO)	As scheduled with supervisor	Basic training on the concept of practical application of the ESF 15 Standard http://www.training.fema.gov/is/courseoverview.aspx?code=IS-250.a
IS 702a	PIO EP Manager EMS Manager	As scheduled with supervisor	Basic info & tools that you need to apply NIMS public information systems & protocols during incident management http://training.fema.gov/is/courseoverview.aspx?code=IS-702.a
ICS 703	EP Manager EMS Manager	As scheduled with supervisor	
ICS 706	Nursing Supervisors EP Manager EMS Manager	As scheduled with supervisor	
ICS 800	Command level staff	As scheduled with supervisor	Intro to national response framework http://www.training.fema.gov/is/courseoverview.aspx?code=IS-800.b
IS 546a	All Staff	As scheduled with supervisor	Continuity Awareness
IS 547a	EMS Manager/EP Staff/ Tier 2 & 3 Staff	As Schedule with supervisor	Introduction to Continuity
IS 548	EMS Manager/EP Manager	As Scheduled with supervisor	COOP Program Manger
IS 520	EMS Manager/EP Staff/ Tier 2 & 3 Staff	As Schedule with supervisor	Introduction to Continuity of Operations Planning for Pandemic Influenzas

Conferences, Meetings & Exercises

Resources	Location & Description
NACCHO	Annual national conference for local public health practitioners; various learning sessions on a variety of topics relevant to local public health (Annually in July) http://www.nacchoannual.org/
National STD Conference	Conference promotes interdisciplinary dialogue on best practices to enhance STD/HIV prevention & care (Every 2 years in Summer – even years) https://www.cdc.gov/stdconference/
National HIV Conference	Preeminent conference focused on sharing expertise & ultimately preventing infections, strengthening care, & reducing disparities. (Annually in December) https://www.cdc.gov/nhpc/index.html
Preparedness Summit	Annual conference for public health emergency planning (JPHEP Staff/Spring) http://preparednesssummit.org/
Statewide Medical Health Exercise	Lead by EP Team
Exercises/Test of COOP	Lead by EP Team

Curriculum & Training – General Resources

Resources	Location & Description
Centers for Disease Control & Prevention (CDC)	http://www.cdc.gov/Learning/ Online programs and toolkits for public health issues; links to domestic and international public health training programs
History of Public Health	Ten Great Public Health Achievements – United States, 1900-1999 https://www.cdc.gov/mmwr/pdf/wk/mm4812.pdf
2017 Santa Cruz County Community Health Assessment Report	http://www.santacruzhealth.org/Portals/7/Pdfs/2017PHCHA.pdf
Federal Emergency Management Agency (FEMA)	http://training.fema.gov/ Training opportunities to prepare professionals and nonprofessionals to address the many forms of domestic emergencies.
Health Information Resources	http://hsa.co.santa-cruz.ca.us/Interland/resources/2resources.htm
Health Services Agency Resources	http://hsa/resources/02HSAU.htm Lynda.com is an online education company offering thousands of video courses in software, creative, and business skills; Santa Cruz County Learns provides a diverse array of training opportunities to employees at all levels; HSA Reference Resources; Safety Trainings; Standardized Emergency Management System; Sexual Harassment Prevention Training; & Target Solutions Training Courses
John Glenn School of Public Affairs	http://glennschool.osu.edu/training/training.html MAPS (Management Advancement for the Public Service) training for professionals at all levels in the public and nonprofit sectors.
National Association of County & City Health Officials (NACCHO)	http://www.naccho.org/topics/workforce/ Offers a variety of workshops and trainings, supports leadership development and core competency efforts, and engages in national policy discussions to address pressing public health workforce issues.
Public Health Foundation	http://www.phf.org/focusareas/workforcedevelopment/pages/default.aspxArray of services, resources, and programs that public health practitioners and academics can use to strengthen the workforce.
Society for Public Health Education (SOPHE)	http://www.sophe.org/: SOPHE Is a designated multiple event provider of CE by the National Commission for Health Education Credentialing.
Staff Web Resources	http://hsa.co.santa-cruz.ca.us/resources/02scruzinfo.htm
TRAIN	www.train.org Public health-related continuing education opportunities offered by affiliates from across the country.
Microsoft Office Applications	Intro to MS Office such as Word, Excel, PowerPoint, Access https://www.microsoft.com/en-us/learning/training.aspx
NACCHO University	NACCHO University has many courses to help health department staff develop knowledge & competencies. Users may design their own learning & take intriguing or challenging courses to advance their careers https://live.blueskybroadcast.com/bsb/client/CL_DEFAULT.asp?Client=354947&title=Home
2018 Santa Cruz County Community Health Improvement Plan	

Communications

The WFD plan will be distributed to all Public Health Division staff. The plan will be reviewed at staff meetings. All new employees will be introduced to the WFD plan during the new employee orientation process. All employees should have the opportunity to review the plan.

The plan is located on the Public Health shared drive in the Accreditation folder for all employees to access. WFD efforts will be addressed and discussed as they occur at regularly scheduled Public Health team meetings. Staff will be informed regularly of any WFD updates or training opportunities via email and during general staff meetings.

Engaging the governing entity is crucial to maintain support of the division's functions. The Health Officer, Public Health Manager and the Health Services Agency Director will communicate with the County Board of Supervisors to discuss public health issues in the community, and to provide updates on public health activities and future plans.

Tracking & Monitoring

Managers and supervisors of each program within the Public Health Division are responsible for tracking trainings that individual staff attend and should be reviewed with each employee's development plan within their Employee Performance Evaluation and Development Report. The direct supervisor keeps hard copies of individual training completion certificates, and the employee's development plan in the employee folders. Attendance at all staff trainings will be tracked with meeting sign-in sheets and saved on the Public Health shared drive.

Trainings will be delivered in a variety of methods to ensure that the Division is staying up-to-date of technological advancements. These methods include webinars, power points, online trainings, videos, and in person conferences. The Division will also ensure training for advancements in technology as they arise.

The WFD plan will be monitored every year by the Accreditation team and updated every two years.

Evaluation & Training Evaluation Form

Evaluation of training will provide useful feedback about training efforts. Tracked information about content, delivery, and training effectiveness will be important for quality improvement purposes. Training evaluation will be used to ensure that trainings are relevant and achieve their desired objectives. Any trainings that do not have their own evaluation systems will use a training evaluation form developed by the Public Health Division. Online trainings or external trainings will have their own evaluation systems, to be completed by the individual at the time of training.

Training Evaluation Form

Name of Training: _____

Date Taken: _____

Please indicate your level of agreement with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1) The objectives of the training were clearly defined.	☐	☐	☐	☐	☐
2) Topics covered were relevant to me.	☐	☐	☐	☐	☐
3) The content was organized and easy to follow.	☐	☐	☐	☐	☐
4) The materials distributed were helpful.	☐	☐	☐	☐	☐
5) This training experience will be useful in my work.	☐	☐	☐	☐	☐
6) The training objectives were met.	☐	☐	☐	☐	☐
7) The time allocated for the training was sufficient.	☐	☐	☐	☐	☐

Additional Comments:

Santa Cruz County, Health Services Agency, Pubic Health Division

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