



Workforce Development Plan

Scioto County Health Department

Adopted on: 7/8/2022

Revised on:

Revisions:

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

For questions about this plan, contact:

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Strategic priorities

The Scioto Health Department is committed to providing the public health services needed in Scioto County in a professional and cost-effective manner. The Strategic Priorities identified in 2019 are intended to move the agency forward with everyone pulling in the same direction. These Strategic Priorities will be reviewed and updated every five years. Yearly work plans set the strategic directions for the year by identifying specific objectives to be achieved. This ensures accountability and provides our roadmap that allows both the public and staff to determine if the desired objectives and goals have been completed.

Governance

The Scioto County Health Department is governed by geographically and professionally diverse members of the community appointed to the Scioto County Board of Health by the Township District Advisory Council. The Scioto County Health Department has a 5-member Board of Health, who serve a 5 year term. Annual completion of two hours of continuing education by each member on the Board of Health is required.

The health department is directed by the Health Commissioner and an executive leadership team that is comprised of the Administrator, Director of Nursing and the Environmental Health Director.

The management team is composed of other program areas where each monitors their specific programs, the Registrar/ Fiscal Officer (vital statistics). See the attached organizational chart. (Appendix A)

Learning culture

The Scioto County Board of Health's training philosophy is to educate, inform, and empower staff to provide the best public health service possible. Our goal is to advance staff skills that will increase competency based proficiencies and knowledge. All employees are responsible to obtain required CEU's to maintain licensure and meet federal and state mandated training requirements. This workforce development plan will contribute to the overall desired culture of learning and quality/performance improvement within the Scioto County Health Department.

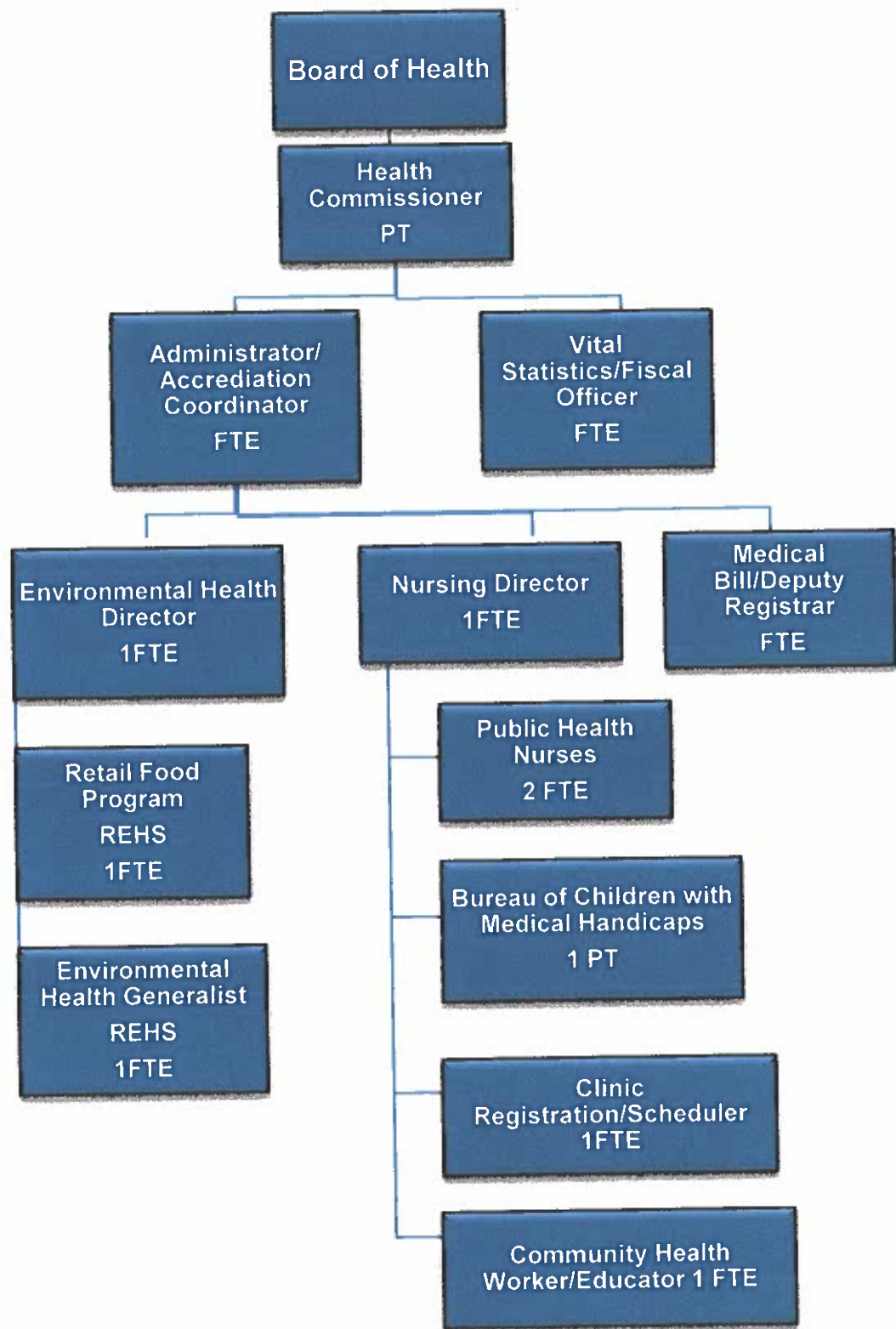
Workforce policies

For policies related to continuing education, training, and workforce development, see the personnel policy manual. All policies are reviewed and approved annually by the Board of Health

Links to other agency plans

The Scioto County Health Department's Strategic Plan (*Measure 5.3.2.1d: Consideration of key support functions required for efficiency and effectiveness*) the QI Plan (*Measure 9.2.1.1: A written quality improvement plan - which includes the types of quality improvement training available and conducted within the organization.*) is in process of development and revision.
*****Describe, if applicable, how this plan relates to your overall performance management plan/system (Standard 9.1).

Scioto County Health Department Organizational Chart



Workforce Profile

Introduction

This section provides a description of our current and anticipated future workforce needs.

Current workforce demographics

The table below summarizes the demographics of our current workforce as of 7/7/2022.

Accreditation Note: This section supports a requirement of Measure 8.2.1.1. Address the collective capacity and capability of the department workforce and its units.

Category		SCHD
Total # of Employees:		13
# of FTE:		11
Paid by Grants/Contracts:		1
Gender:	Female:	10
	Male:	3
Race:	Hispanic:	0
	Non-Hispanic:	0
	American Indian / Alaska Native:	0
	Asian:	0
	African American:	0
	Hawaiian:	0
	Caucasian:	13
	More than One Race:	0
	Other:	0
Age:	< 20:	0
	20 – 29:	1
	30 – 39:	5
	40 – 49:	3
	50 – 59:	3
	>60:	1
Primary Professional Disciplines/Credentials:		
	Health Commissioner:	1
	Administrator:	1
	Director of Nursing:	1
	Environmental Health Director:	1
	Nurse:	3
	Registered Sanitarian:	1
	Sanitarian In Training:	1
	Community Health Worker:	1
	Medical Billing:	1
	Registrar/Fiscal Officer:	1
	Clerical:	1
	Other:	
Retention Rate per 5 Years		6/13
Employees < 5 Years from Retirement:		
	Management:	1
	Non-Management:	0

Workforce Profile, *continued*

Future workforce

Due to the ever-changing public health environment, it is difficult to accurately forecast future workforce needs for Scioto County Health Department. We do anticipate that a significant portion of our workforce will continue to be providing essential services. The need to prepare employees for leadership succession opportunities is a top priority. Recognizing this anticipated attrition, the workforce will likely be much different within 5 years. A strong dedication to internal staff development and new hire training is vital for optimal service and promotion of public health for years to come

Competencies & Education Requirements

Core competencies for agency

The Scioto County Health Department's leadership team identifies core competencies for the various positions within the agency. The job descriptions are reviewed and updated to reflect the Core Competencies for Public Health Professionals.

In addition to the core organizational competencies, discipline/position specific competencies have been incorporated into the job descriptions. Both organizational and position specific competencies are addressed as part of the employee's annual performance review.

Accreditation Note: This is a requirement of Measure 8.2.1.1.

Nationally Accepted Public Health Competencies: The SCHD recognizes the Council on Linkages Core Competencies for Public Health Professionals as the benchmark for basic skills required of all SCHD professional staff. The Core Competencies for Public Health Professionals (Core Competencies) are a set of skills desirable for the broad practice of public health. They reflect the characteristics that WCHD staff need to possess in order to protect and promote health in the community. The Core Competencies address the following key dimensions of public health practice: 1. Analytic/Assessment 2. Policy Development & Program Planning 3. Communication 4. Cultural Competency 5. Community Dimensions of Practice 6. Public Health Sciences 7. Financial Planning and Management 8. Leadership and Systems Thinking.

CE required by discipline

Multiple public health-related disciplines require continuing education for ongoing licensing/practice. Licensures held by staff, and their associated CE requirements, are shown in the table below.

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Discipline	Ohio CE Requirements (as of 7/8/2022)
Nursing	24 contact hours every 2 years
Registered Sanitarian	30 CEUs every 2 years/ 3 hours must cover Ethics
Physician	100 hours every 2 years
Board of Health Members (Ohio)	2 contact hours each year

Training Needs

Introduction

This section provides an overview of the identified training needs based on an assessment of current staff competencies against the adopted core-competencies. It also includes a description of the barriers/inhibitors to addressing identified needs as well as strategies to address training barriers.

Accreditation Note: This section is a requirement of Measure 8.2.1.1. *The plan must include an assessment of current staff competencies against the adopted core competencies and the plan must include a description of barriers to addressing identified needs as well as strategies to address those barriers.*

Competency-based training needs

A training needs assessment (See Appendix A) will be distributed to employees every other year commencing in August 2022. As part of the review process for that year, the employee's performance related to organizational and discipline specific position competencies will be assessed. Using the results of the training needs assessment and the performance review, a training curricula to address competency-based training needs will be developed.

Health Equity Training Needs An assessment of cultural and linguistic competence will also be conducted annually. The [NCCC | Self-Assessments \(georgetown.edu\)](https://www.georgetown.edu/nccc/self-assessments) (CLCPA) self-assessment from the National Center for Cultural Competence can be utilized,

Training needs on health equity and cultural competence identified through this assessment will be addressed in the employee's training curricula.

For example:

Prevention Institute's Health Equity Training Series

<https://www.preventioninstitute.org/tools/tools-general/health-equity-toolkit>

Barriers and solutions There are many barriers and inhibitors to addressing all the training needs and gaps within our agency. A list of the barriers as well as possible solutions/ strategies to address those identified barriers is below:

Accreditation Note: This is a requirement of Accreditation Standard 8.2.1.1.

Barriers	Potential Solutions
Personal and agency budget restrictions	<ul style="list-style-type: none"> • Examine, evaluate and increase (if feasible) the budgeted amount for training in the Conneaut City Health Department annual budget • If possible, include travel/ training expenses in grant/contract budgets • Ensure timely reimbursement of personal expenses • Car pool with other staff or agencies when feasible
Time away from work	<ul style="list-style-type: none"> • Increase the number of in-house offerings during already scheduled staff meetings • Cross train staff to cover for others when applicable • Utilize flex time when applicable
Desired topics are not available	<ul style="list-style-type: none"> • Increase in-house/agency-wide offerings to address needs • Monitor the desired topics availability in other formats, such as webinars, conference calls, etc.
New learning not shared across the organizations	<ul style="list-style-type: none"> • Establish a formal process (lunch and learn) for staff to share key lessons learned from trainings, seminars, conferences, and workshops

Workforce Development Goals

Workforce development in public health is focused on improving the health outcomes in Scioto County by enhancing the job satisfaction, training, skills and performance of public health workers. An engaged and well-prepared workforce is one of the foundations of a healthy community.

In order for our agency to evolve and properly meet the needs of our community, we must strike an appropriate balance between work and home life to promote job satisfaction and expand employee wellness opportunities. We want to be sure we are well positioned to meet these challenges.

Workforce Development Goals- by December 31, 2024 we intend to:

Goal: Achieve an empowered and engaged workforce by fostering employee satisfaction, career development and employee wellness

- **Objective 1:** Expand training and engagement opportunities in order to encourage positive interaction among all staff by December 31, 2024.

Activities:

- Assess working relationships and identify areas for opportunity
- Offer training opportunities
- Explore new ways to communicate policies, procedures and pertinent issues
- Ensure consistent agency wide application of existing and new policies and procedures

- **Objective 2:** Create an agency wide employee recognition program by December 31, 2024

Activities:

- Track job-related certifications, skills and accomplishments
- Maintain inventory of staff credentials, continuing education
- Define and implement recognition of employees that engage in collaborations, meet or surpass required competencies, and demonstrate professional skills and leadership

- **Objective 3:** Promote specific staff skills and talents and provide career growth opportunities that support the work force development plan by December 31, 2024

Activities:

- Assess staff and agency needs to identify potential training and development topics
- Implement training programs and opportunities for career specific maintenance and professional development which support the agency wide Workforce Development Plan
- Promote support for educational opportunities

- **Objective 4:** Achieve and promote work- life balance and promote staff wellness by December 31, 2024

Activities:

- Train staff about policies and procedures
- Assist with the implementation and promotion of wellness initiatives

Curriculum & Training Schedule

This section outlines the curricula and training schedule for 2022-2023.

Accreditation Note: This is a requirement of Accreditation Standard 8.2.1.1.

Included as Appendix B is the training schedule and a description of the topics to be addressed in the training curricula to address gaps in staff competencies. It also includes how the Scioto County Health Department is responsive to the changing public health environment in regards to technology and where the field is advancing (emergency preparedness, health equity and cultural competence).

Implementation & Monitoring

Introduction This section provides information regarding communication, evaluation, tracking and monitoring/review of the plan.

Accreditation Note: Measure 8.2.1.2 requires that *the health department document implementation of its workforce development strategies.*

Communication Below describes how the plan will be initially communicated to leadership, staff, and stakeholders, as well as future updates.

- The plan will initially be presented, reviewed and approved at the Scioto County Board of Health meeting
- The plan will be initially presented to all staff during a regularly scheduled meeting and reviewed at least annually and notified when the plan is revised or edited
- The plan will be available on the Shared Drive for all employees to view
- The plan will be presented to all new hire for review

Training Evaluation Training evaluations will be contingent upon the training provider, continuing education reporting requirements, and method of delivery.

- Health department and online (when no other evaluation form available) trainings will be evaluated using the standard evaluation form (See Appendix D). Results will be reviewed and, when feasible and appropriate, inform future workforce development trainings and initiatives
- Outside trainings will use the standard evaluation practices of the provider

Tracking Training and continuing education tracking for the Scioto County Health Department staff and Board of Health members will be maintained in the health department file titled “BOH CEU, Staff Training and CEU” The file will be updated on real time, as soon as the training has taken place and verified annually. Review of the records including all supportive documents, evaluations, transcripts if available, and any other relevant documents will be performed annually and maintained in the file.

Each employee will utilize the training template (see Appendix C) where they will maintain proof of their own continuing education. A copy of such will be provided to the Health Commissioner to be placed in the file.

The employees are encouraged to utilize OhioTrain for tracking appropriate employee training. This is an excellent resource for all public health staff. Located at <http://oh.train.org> the system has the ability to create and maintain personal learning records, course searches, registration for courses and completion of courses. This serves as another resource for tracking education and training of Scioto County Health Department staff.

This plan will be reviewed annually in July and revise as needed. The review may address updates to agency/workforce profile, progress towards achievement of workforce development goals, newly identified training needs, and a revised training curriculum schedule.

Implementation & Monitoring, *continued*

Roles and Responsibilities

The list below identifies the associated roles and responsibilities for the implementation of this plan.

Accreditation Team:

Maintain and update the plan; communicate plan and training opportunities to staff; identify ongoing training needs of the organization; participate in professional development opportunities.

Board of Health:

Approve workforce development plan and related policies; participate in professional development opportunities; ensure resource availability to implement the workforce development plan.

Health Commissioner:

Responsible to the Board of Health for workforce strategy, priority setting, and establishment of goals and objectives, and establishing an environment that is conducive and supportive of learning; provides oversight and supports ongoing training and development of all staff.

Department Directors:

Conduct annual performance reviews for staff; co-develop annual professional development goals; support staff participation in training; provide opportunities for staff to apply what they have learned on the job.

All Employees:

Responsible for their own learning and development; work with supervisor to identify and engage in training and development opportunities that meet the individual as well as agency-based needs; track participation in training; seek out opportunities for personal/professional growth.

Review And Maintenance

The Accreditation Team will review this plan once every two years in July and revise as needed. The review may address updates to agency/workforce profile, progress towards achievement of workforce development goals, newly identified training needs, training curriculum schedule, etc.

Appendix A: Scioto County Health Department Core Organizational Competencies and Assessments

Competency Assessment for Public Health Professionals

[Competency Assessments for Public Health Professionals \(phf.org\)](https://phf.org)

(Use 2014 Version)

Tier 1: Front Line and Program Support Responsibilities – These may include responsibilities such as collecting and analyzing data, conducting restaurant inspections, assessing environmental hazards, providing health education, building community relationships, providing customer service, delivering services, coordinating meetings, organizing records, supporting programs, and providing technical expertise.

Tier 2: Program Management and Supervisory Responsibilities – These may include responsibilities such as developing, implementing, evaluating, and improving programs; supervising and mentoring staff; establishing and maintaining community partnerships; recruiting a diverse workforce; managing timelines, work plans, and budgets; advocating for program resources; making policy recommendations; and providing subject matter expertise.

Tier 3: Senior Management and Executive Leadership Responsibilities – These may include responsibilities such as overseeing major programs or operations of the organization, setting a strategy and vision for the organization, building an equitable and inclusive organization, creating a culture of quality within the organization, collaborating with policymakers and politicians, advocating for organizational resources, partnering with community leadership, and leading organizational efforts to achieve health equity and social and environmental justice.

Core Organizational Competencies

1. Facilitates communication among individuals, groups, and organizations
2. Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images)
3. Is knowledgeable of and can inform the public about policies, programs, and resources that improve health in a community
4. Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating data and information to improve policies, programs, and services
5. Applies strategies for continuous quality improvement
6. Describes how teams help achieve program and organizational goals (e.g., the value of different disciplines, sectors, skills, experiences, and perspectives; scope of work and timeline)
7. Conveys data and information to professionals and the public using a variety of approaches (e.g., reports, presentations, email, letters)
8. Incorporates ethical standards of public health practice into all interactions with individuals, organizations, and communities
9. Adheres to the organization's policies and procedures, including emergency preparedness and response

10. Contributes to assessments of community health status and factors influencing health in a community (e.g., quality, availability, accessibility, and use of health services; access to affordable housing)
11. Contributes to state/tribal/community health improvement planning (e.g., providing data to supplement community health assessments, communicating observations from work in the field)
12. Contributes to development of organizational strategic plan (e.g., includes measurable objectives and targets; incorporates community health improvement plan, workforce development plan, quality improvement plan, and other plans)
13. Uses performance management systems for program and organizational improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting *Healthy People* objectives, sustaining accreditation)
14. Participates in professional development opportunities

Appendix B: Training & Curriculum Schedule

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
HIPAA Compliance	SCHD has adopted a Privacy Policy to comply with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) as well as other federal and state laws protecting the confidentiality of individually identifiable health information	All Staff	Mandate	Annually	Annual video and Review of HIPAA OhioTrain Course #1041019
AOHC Conference	Annual Ohio Health Commissioners Conference	Senior Leadership	Varies	Sept. 2022	
Incident Command Structure	FEMA online courses 100, 700, 800, and 200	All Staff		As hired	Online
Emergency Preparedness	POD training, DOC or EOC training, SNS training,	All Staff		Annually	
Public Health Law		All Staff		Bi-annually	
Performance Management		PM Team		Every 5 yrs.	
Quality Improvement		All Staff		Every 5 yrs.	
Health Equity & Cultural Competency	Explain why understanding cultural differences affects employees of SCHD Define culture and cultural diversity Provide a framework/ description of various cultures in our community Provide employees with tools to address the needs of clients and their families from multiple cultures	All Staff	Cultural 4A1, 4A2, 4A3, 4A5	Annually	Online
Ohio Ethics Law Summary and Personnel Policies of SCHD Training	All employees must understand the general provision of the Ohio Ethics Law which contains provisions restricting conflicts of interest, confidentiality, and influence. Among other restrictions, the law provides what prohibitions each public official and employee is prohibited from. All employees must read the SCHD Personnel	All Staff		As hired	Ethics Law Board of Health Policies

	Policy Manual and are required to sign off acknowledging understanding of all BOH policies				
CPR	To learn the skills of CPR for victims of all ages	Mandatory for all nurses, optional for all other staff		Every two years	
Bloodborne Pathogen/ Universal Precaution Training	Educate staff on types of bloodborne pathogens, as well as prevention measures and steps for post exposure follow-up	Mandatory for all nurses, optional for all other staff			
Multi-Agency Radio Communication s System (MARCS)	Provide guidance to instill among users the knowledge to use MARCS base station and two-way radios during day to day and emergency application periods. Provide use procedures, common radio communication practices, communication etiquette, procedures for drills and tests	All staff upon hire		Initial with refresher determined in conjunction with POD management and drill training	
Ohio Public Health Communication s System (OPHCS)	Provide guidance on use of OPHCS during day to day and emergency applications. Provide procedures for sending and receiving alerts, database use and procedures for drills	All staff upon hire		Initial with refresher as needed	
Communicable Disease Investigation and Surveillance Training	Familiarize staff with routine disease investigation and surveillance activities and increase their individual level of preparedness for participation in disease outbreak investigations to include mechanisms to receive reports, resources, diagnosis, confirmation, documentation, interviews, notifications, outbreak determinants, data analysis, prevention and control measures, follow-up evaluation, after-action activities	Mandatory for all nursing and environmental staff, other staff may attend as needed			Local health department, Ohio Dept of Health Infectious Disease Control Manual, rev 5/15, American Academy of Pediatrics Red Book, 29 th edition
PPE Personal Protective Equipment Training	To familiarize staff with appropriate PPE and ensure effective donning and doffing of all PPE	Mandatory for nursing and others as appropriate			CDC and ODH Guidance
Ohio Environmental Health Association REHS Prep Course	Two-day review session with training materials for SITs preparing to take the examination to become a Registered Sanitarian	Strongly recommend for SIT		Within 1 year of hire	OEHA Annual Education Conference

Ohio Environmental Health Association (OEHA) Conferences	OEHA conference offered twice a year covering various environmental health topics	Environmental Health Staff, optional		As needed	OEHA
Midwest Workshop in Environmental Health	Annual Conference covering various environmental health topics including food safety, HSTS, PWS, recreational programs, and general environmental health topics. Sessions and topics vary each year	environmental health staff, optional		As needed	Ohio Department of Health
Civil Rights	Understanding the SCHD policy that its employee not discriminate in any way against any person	All Staff		As hired	Civil Right Policy
Immunization Conference	Annual Immunization Conference	Nursing		Annually	
VS Compliance IPHIS/EDRS/ Birth Affidavit/ Cause of Death/ Fetal Death	Understanding the IPHIS/EDRS system and all the appropriate Vital Statistic requirements	Local registrar		As hired	Ohio Train
Orientation	Listed below	All Staff		As hired	
Employment policies and benefits	Understand Board of Health policies				Personnel manual Orientation checklist Orientation schedule
Job Performance	Understand job performance expectations and scope of agency activities				Job Description
Information technology & communications	Demonstrate a basic understanding of use of technology to communicate effectively (telephones, radios, e-mail, fax) Demonstrate the operation of agency equipment (copier, shredder, computer, alarm systems)				Equipment manuals Training manuals
Health Dept. governance	Understand the history, structure, function, and operations of Ohio health districts				Public Health I Ohio, ORC, OAC Board of Health Leadership Guide, The Public Health Law manual
Organizational Mission/ Vision/ goals	Understand the Health Dept. mission and vision, strategic plan, CHIP, performance management plan and quality improvement plan				Agency plans
Safety/ emergencies	Review general building information which includes hrs. of operation, evacuation plan, tornado safety plan				Personnel Policy Orientation Checklist First Responder Health and Safety Plan

	Review First responder plan-general safety tips, individual response and agency response for community wide emergency Discuss safe use of vehicle Discuss precautions to prevent exposure to communicable diseases Identify general field safety tips				Motor vehicle Safety Policy
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Accreditation Note: This is a requirement of Accreditation Standard 8.2.1.1. *The plan must include training schedules and a description of the material or topics to be addressed in the training curricula to address gaps in staff competencies. It also must include how the agency is responsive to changing environment in regards to technology or where the field is advancing (emergency preparedness, health equity and cultural competence).*

Appendix C:

Continuing Education Tracking Form for 20__

Name of Employee: _____

Date	Title of Training	CEU/ Hours Earned	Location	Training/Instructor/ Provider

7/1/2022 Revised

Appendix D: Standard Training Evaluation Form for SCHD

Training Title: _____

Date: _____ Instructor: _____

Below is an evaluation form it measures participant reaction to a training program. Instructions:

Circle the number that best reflects each evaluation statement and whether the objective was met.

1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

OBJECTIVES:

As a result of this course I am able to:

1 2 3 4 5

COURSE:

The course is relevant to my work.

1 2 3 4 5

I am committed to applying what I have learned to my job.

1 2 3 4 5

The level of the course met my needs.

1 2 3 4 5

The supplemental materials/resources were appropriate.

1 2 3 4 5

My questions were adequately resolved.

1 2 3 4 5

The overall quality of the course was very high.

1 2 3 4 5

INSTRUCTOR(s):

The teaching effectiveness of (_____) was excellent.

1 2 3 4 5

TECHNOLOGY:

I experienced technology difficulties while completing the course.

1 2 3 4 5

The technical support was adequate.

1 2 3 4 5

FACILITY: (if applicable)

The facility was conducive to learning.

1 2 3 4 5

OTHER:

What were the highlights and why?

What features of the course would you change, why would you change them, and what specific changes would you recommend?

Signature Page

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



Laura Miller, President


7/8/2022

Christy Sherman, President Pro temp

7/8/2022

Dr. Jerod Walker

7/8/2022



Sean Sturgill

7/8/2022



Dr. Aaron Adams

7/8/2022



Dr. Michael Martin, Health Commissioner

7/8/2022