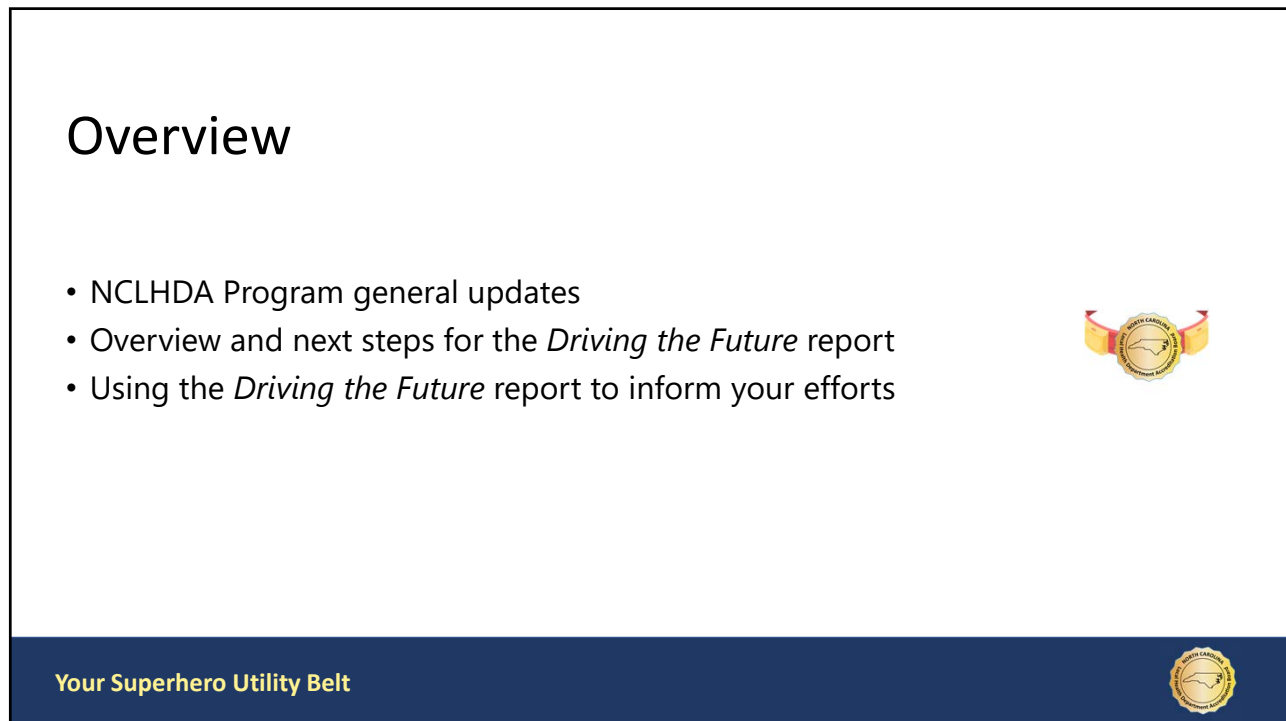




1



2

## Presenters

- **Ki'Yonna Jones, MHA, MBA**

Training Associate

- **Amy Belflower Thomas, MHA, MSPH, CPH**

NCLHD Accreditation Administrator



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**Not All Superheroes  
Wear Capes...**

**Some Take the  
Accreditation Survey!**

*WE KNOW YOU'RE BUSIER THAN EVER...*

But please take 10-20 minutes to help us learn about local health departments' experience with accreditation! Your anonymous feedback is one of the most powerful tools we have to add value to the accreditation process. Visit [go.unc.edu/NCLHDA2020](https://go.unc.edu/NCLHDA2020) to take the survey and be our hero!

 **NORTH CAROLINA**  
Local Health Department  
Accreditation

# Thank YOU!

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### Reminder:

Accreditation 101: New Agency Accreditation  
Coordinator Training  
September 15, 2020

### **Registration closes September 8**

- Online – one time only (we think)
- No cost to attend
- Limited to the first 25 people who register

Visit the training page of our website to register:

[NCLHDaccreditation.unc.edu](http://NCLHDaccreditation.unc.edu)

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## Fall Webinar Series

Your Superhero Squad

The Accreditation Origin Story

24 Sep. 10

22 Oct. 10

5 Nov. 2020

Using your Superhero Powers

All webinars are 10:00 – 11:30 a.m.

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## Why Today's Topic?

Activity 24.2: The LHD shall have a staff development plan that includes identifying and addressing the training and continuing education needs of the staff.

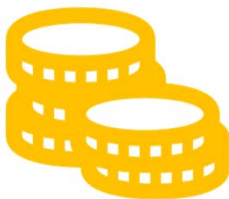
*The plan should clearly show that an assessment of needs was conducted and how the department will provide training of continuing education in response to the needs.*



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## And...

It's plain practical. Use your agency's scarce resources to focus training on what is wanted and needed.

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# DRIVING THE FUTURE

## ASSESSMENT OF THE NORTH CAROLINA LOCAL PUBLIC HEALTH WORKFORCE

*August 20<sup>th</sup>, 2020*


*Ki'Yonna Jones, MHA, MBA*

*Contributors- John Wallace, PhD, MSPH, Lori Rhew, MA,  
Rachel Wilfert, MD, MPH, CPH*



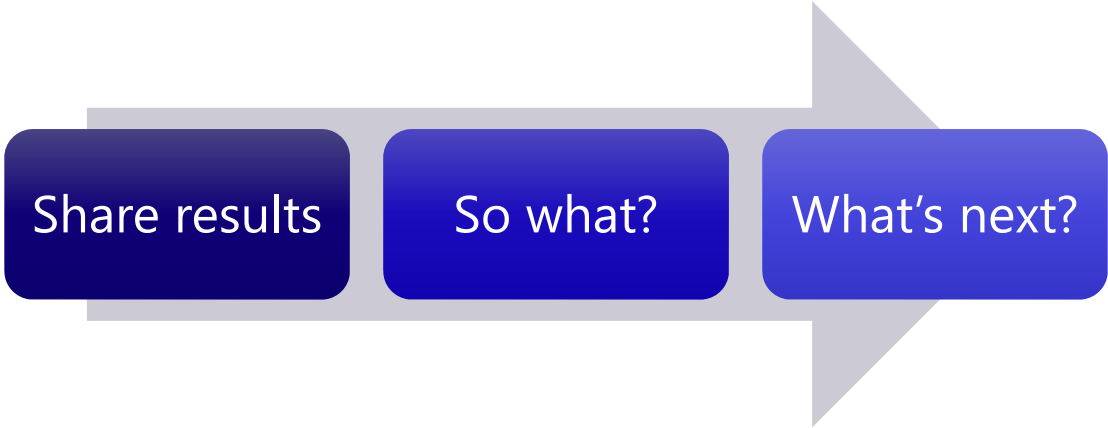
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## Session Roadmap





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## Partners Involved

- North Carolina Division of Public Health
  - Local Technical Assistance and Training Branch
  
- North Carolina Institute for Public Health
  
- North Carolina Area Health Education Centers



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## Assessment Goals



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## Survey Design & Implementation

- Modeled after Public Health Workforce Interests and Needs Survey (PHWINS) and used terms and framework from Core Competencies for Public Health Professionals
- Draft survey developed and reviewed by stakeholders, cut down in length following pilot
- Disseminated in February-March, 2019 via email listserv and social media
  - All local health agency staff were eligible



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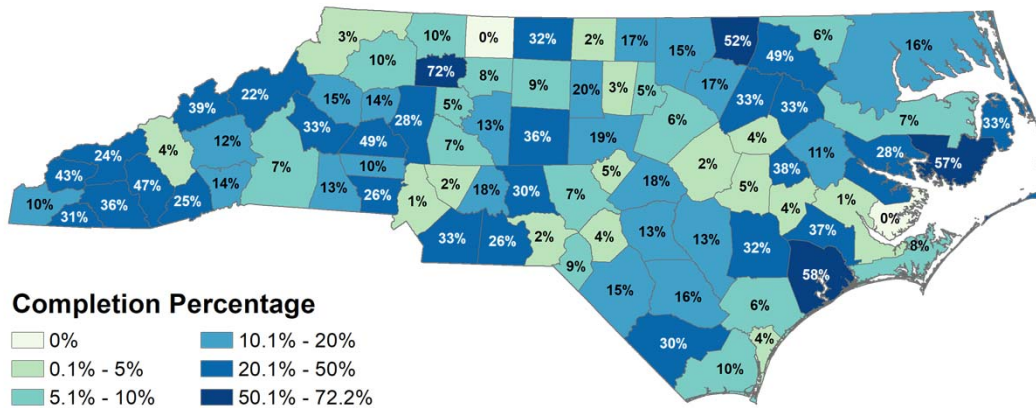
## Survey Results



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## Survey Responses by Agency



**Note:** Completion % calculated based on number of FTE reported by NC SCHS for FY2017



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## Survey Respondents - Completions

2,116 total responses  
representing over

25%

of all staff at NC local  
health departments

82 out of 84

NC local health departments responded



of respondents  
fully completed  
the survey

survey reports from

1,800

informative responses



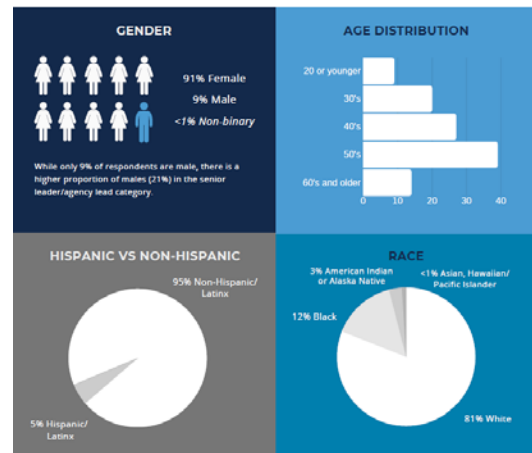
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## Survey Respondents - Demographics

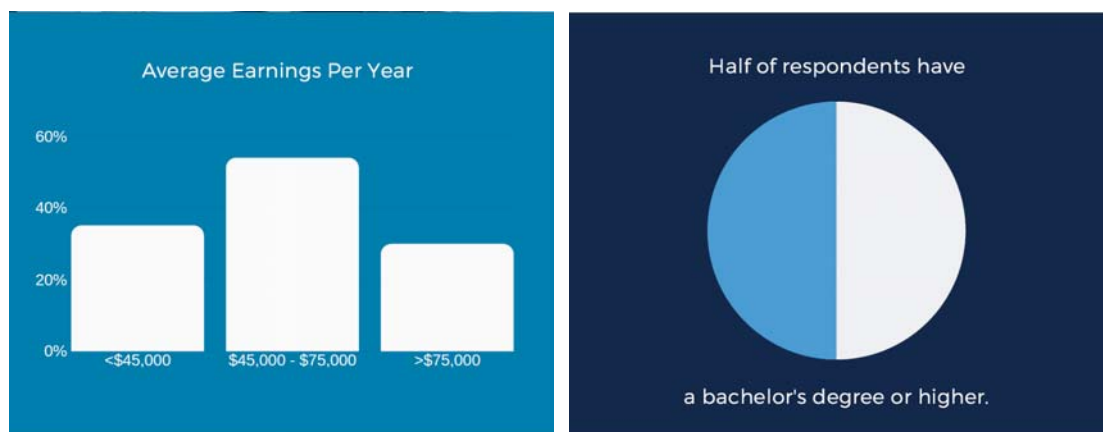
- Demographics reflect those who responded
- Majority were:
  - Female (91%)
  - White (81%)
  - Non-Hispanic/Latinx (94%)
  - > 45 years old (57%)
- These results may not reflect demographics of individual LHDs



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## Survey Respondents - Demographics

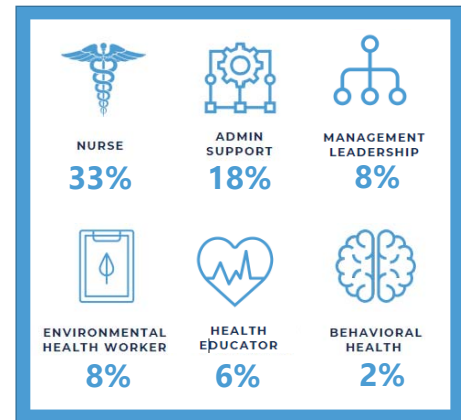


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## Survey Respondents - Demographics

- Occupation
  - Nurse
  - Admin Support
  - Management/Leadership
- Roles within agency
  - Clinical services (23%)
  - Admin & Mgmt. (18%)
  - Maternal & Child Health (14%)
- Secondary roles
  - Accreditation (20%)
  - Health Promotion & Education (16%)
  - Emergency Preparedness (16%)



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## Survey Respondents - Demographics

- Are you considering leaving organization in next 5 years?
  - No (48%)
  - Not Sure (25%)
  - **Yes, to Retire (18%)**
  - Yes (9%)



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# Assessing Training Needs

## Competencies and skills asked around 8 strategic skill sets:

- Systems thinking
- Change management
- Persuasive communication
- Data analytics
- Problem solving
- Diversity and inclusion
- Resource management
- Policy engagement

## Other topics included:

- Leadership skills
- Cross-cutting skills
- Public Health 3.0

**1**

How important is this item in your day-to-day work?

**2**

How important do you think the skill will be for your day-to-day work in 3-5 years?

**3**

What is your skill level for this item?



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### SYSTEMS THINKING

Emphasizes looking at patterns and relationships to understand the systems contributing to public health problems and identifying high-impact intervention options.

### CHANGE MANAGEMENT

Refers to scaling programs up and down or changing them entirely in response to the environment and identifying core elements to help sustain programs in challenging times.

### PERSUASIVE COMMUNICATION

The ability to convey a public health message that resonates with audiences outside of public health.

### DATA ANALYTICS

Skills to leverage, synthesize and analyze multiple sources of electronic data and use informatics to identify health priorities, select appropriate evidence-based approaches to address those priorities and determine the effectiveness in reducing costs or improving health outcomes.



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<b>PROBLEM SOLVING</b> It includes the ability to determine the nature of a problem, identify potential solutions, implement an effective solution and monitor and evaluate results.	<b>DIVERSITY AND INCLUSION</b> Diversity reflects the changing demographics of the U.S. population and the public health workforce itself. Inclusion is the effort to fully incorporate workers representing diverse populations into health solutions.
<b>RESOURCE MANAGEMENT</b> Skills that are for the acquisition, retention and management of people and fiscal resources.	<b>POLICY ENGAGEMENT</b> The spectrum of skills needed to address public health concerns and needs of local, state, and federal policymakers and partners.


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## Strategic Skill Gaps Identified

- Gaps identified by ranking Low Skill + High Importance

HIGHEST SKILL GAP			
RANK	TIER 1	TIER 2	TIER 3
1	Change Management	Resource Management	Data Analytics
2	Policy Engagement	Change Management	Policy Engagement
3	Data Analytics	Policy Engagement	Diversity & Inclusion

- Greater than 65% of the workforce indicates strategic skills are important in their daily work


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## Cross-Cutting Skill Gaps Identified

- Over 50% of respondents indicate the significance of skills related to Medicaid Transformation in NC.

TOP 5 CROSS-CUTTING SKILLS	
RANK	SKILL
1	Knowledge/awareness of changes in North Carolina Medicaid policies
2	Engaging clients under North Carolina Medicaid transformation
3	Knowledge and awareness of North Carolina Local Health Department Accreditation program
4	Navigating difficult conversations with colleagues or clients
5	Understanding of core functions and essential services of public health



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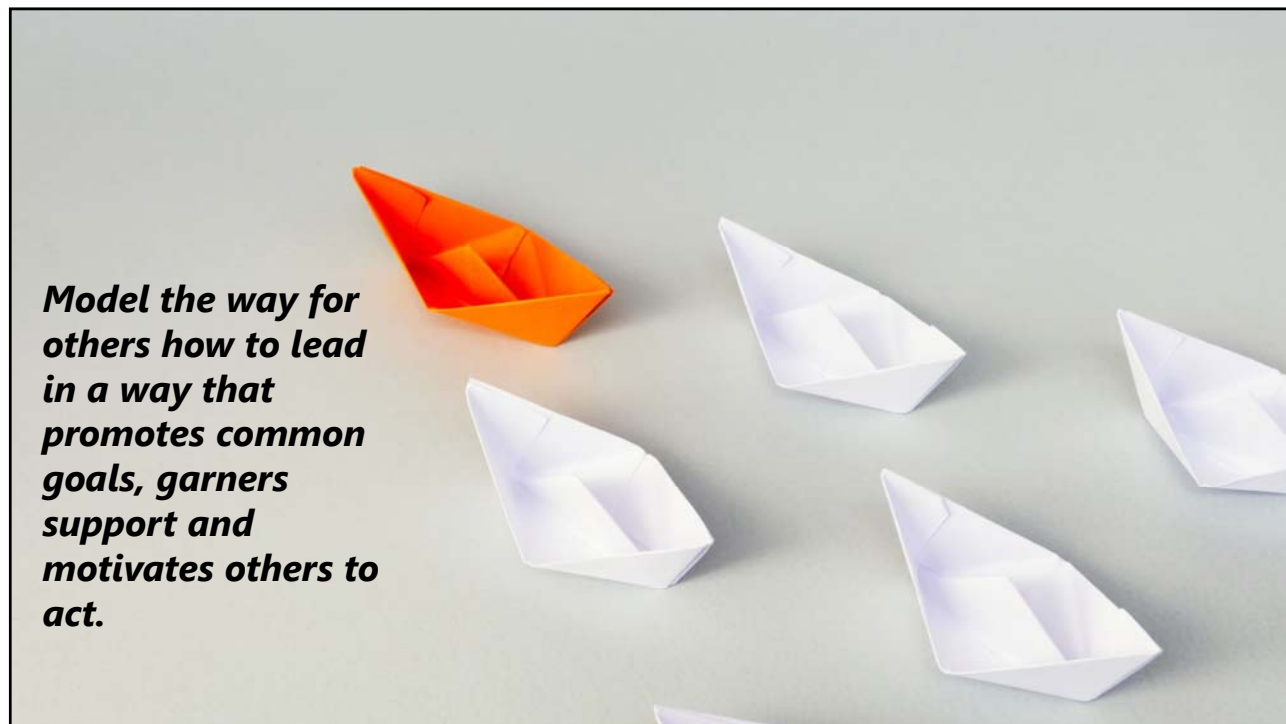
## Leadership Skill Gaps Identified

1	2	3	4	5
Model for others how to lead in a way that promotes common goals, garners support and motivates others to act	Contribute towards and communicate a vision that resonates with others	Approach workplace challenges from an adaptable perspective	An in-depth understanding of one's own strengths and how these can contribute towards agency goals	Build trust with staff, partners and stakeholders

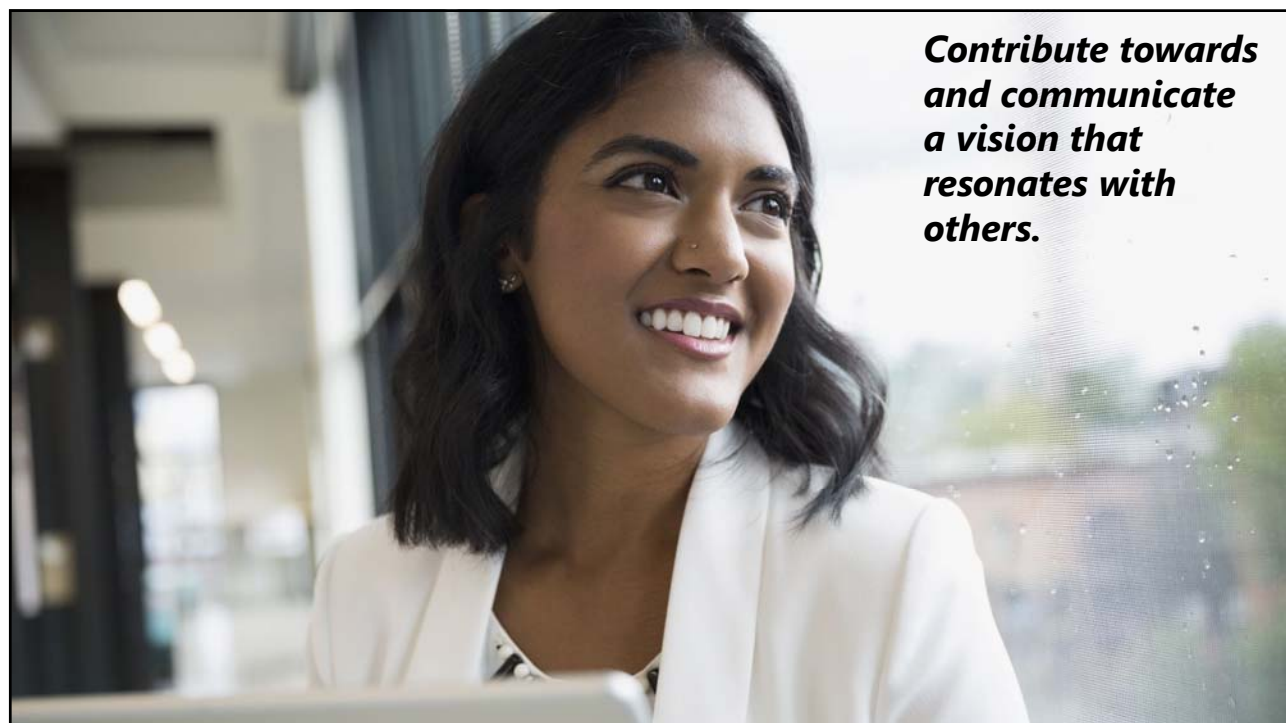


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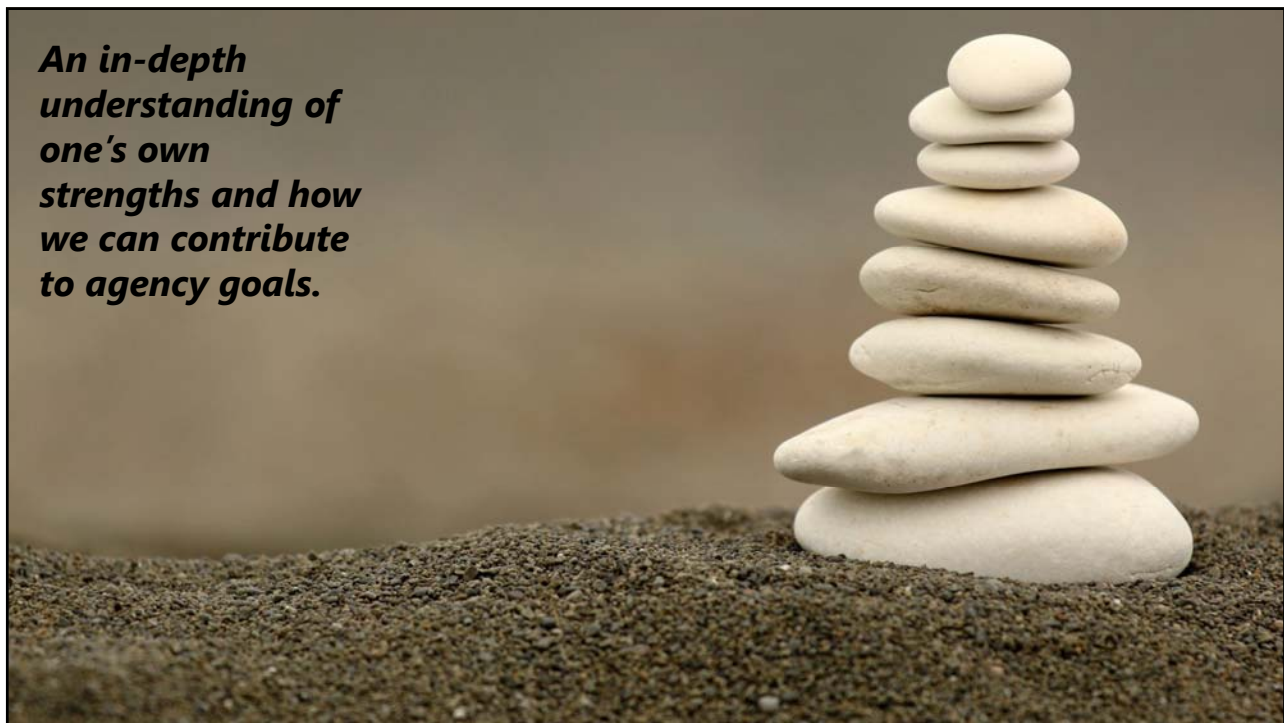
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***Approach workplace challenges  
from an adaptive perspective.***

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***An in-depth  
understanding of  
one's own  
strengths and how  
we can contribute  
to agency goals.***

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## Public Health 3.0 Skills

TOP 5 PUBLIC HEALTH 3.0 SKILLS	
RANK	SKILL
1	Utilizing timely, reliable and granular (sub-county level) data and metrics to measure success and impact
2	Enhancing policies, rules and standards (e.g., accreditation) to foster Public Health 3.0 principles
3	Utilizing innovative funding models to support core infrastructure as well as community-level work to address the social determinants of health
4	Forming structured, cross-sector partnerships to foster shared funding, services, governance and collective action
5	Moving towards a direction of assurance of services rather than direct provision of clinical and other services



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# So What and What's Next?



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## Using & Exploring these findings

### Step 1. Share Findings

- NCDPH
- NCALHD
- NCPHA
- NCSOPHE
- NCEHSOP
- CETAC

### Step 2. Dig Deeper into Findings

- Occupation
- Role
- Geography

### Step 3. Think Strategically

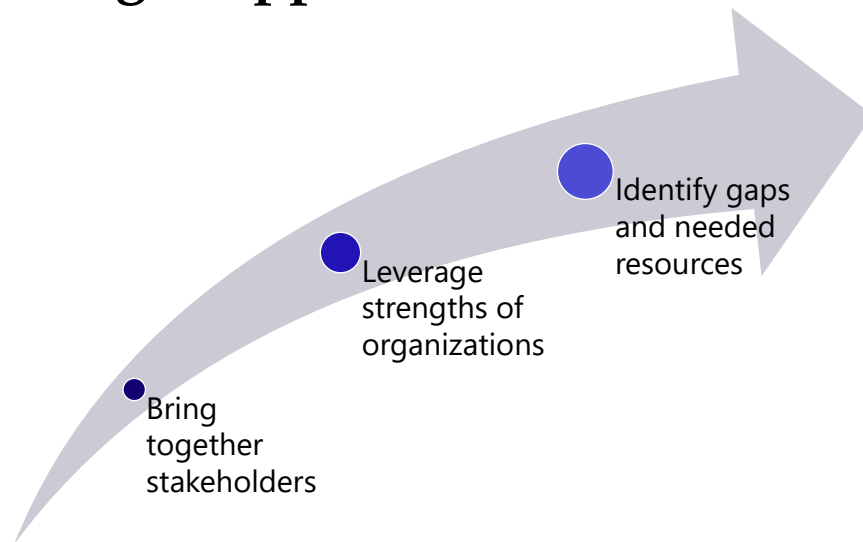
- Motivation
- Opportunities
- Facilitators
- Barriers
- **Systems Thinking**



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## A Strategic Approach...



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## Summary



NC local public health workforce current and future training needs have been identified.



State and local agencies that exist to provide training and technical assistance are being engaged in this process.



Organizations and agencies must think and act strategically to overcome barriers to training, leverage existing training and technical assistance infrastructure.



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## Where to Go from Here

<https://sph.unc.edu/nciph/assessment-of-the-local-public-health-workforce/>

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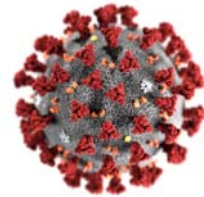
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## Use It to Revise Your Workforce Development Plan

Large-scale, detailed assessments aren't done annually....your plan shouldn't either.

Think of it like your "training" strategic plan.

Create a 3-5 year plan. Update it regularly with progress. Adjust as needed...



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## Consider if you need more localized data

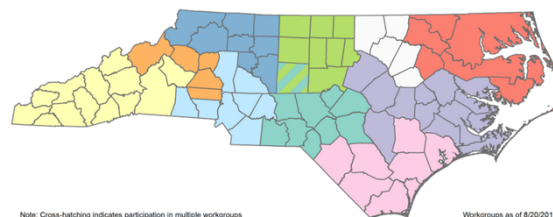
NENCPH did a regional survey.

**Northeastern North Carolina  
Partnership for Public Health**



For large health departments, may request analysis of own data.

**NCLHDA Regional Workgroups**



Note: Cross-hatching indicates participation in multiple workgroups

Workgroups as of 8/20/2019

For small/medium departments, may request as part of NCLHDA Regional Workgroup.

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## North Carolina Local Health Department Accreditation Program

### 2017-2018 Annual Report Best Practices Supplement

#### Macon County

#### Activity 26.2 (and Activity 24.1 and 24.2 for staff development plan and opportunities)

##### *Leadership Succession Plan*

Macon County Public Health has a Leadership Succession Plan to retain and train management staff to become effective leaders. The department has a team with six managers who meet qualifications as a public health director, assuring consistent leadership in the future.

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## Continuously be on the lookout for training opportunities

Enroll in  
NCAHEC  
listservs.

Request  
specific  
trainings.

**NORTH CAROLINA AHEC**

ABOUT NC AHEC > RESOURCES FOR > AHEC LOCATIONS >

HEALTH CAREERS STUDENT SERVICES GRADUATE MEDICAL EDUCATION SUPPORT CONTINUING PROFESSIONAL DEVELOPMENT PRACTICE SUPPORT LIBRARY SERVICES

#### Courses and Events

**Filters**

Search  
Search by title

Region  
Select region

Credit  
Select credit

Type  
Select type

Discipline  
Select discipline

Start Date Range

End Date Range

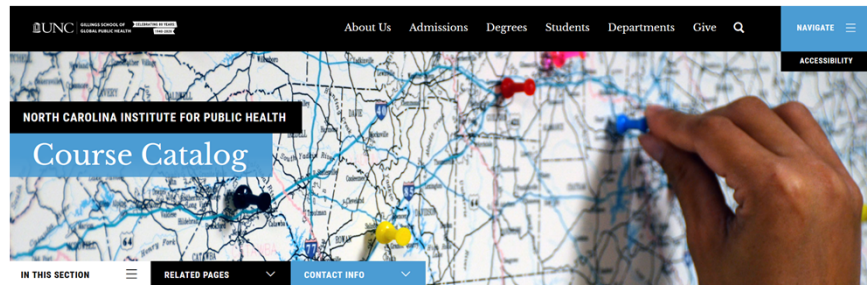
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## Continuously be on the lookout for training opportunities

Sign up for  
the NCIPH  
listserv.



### NCIPH Courses

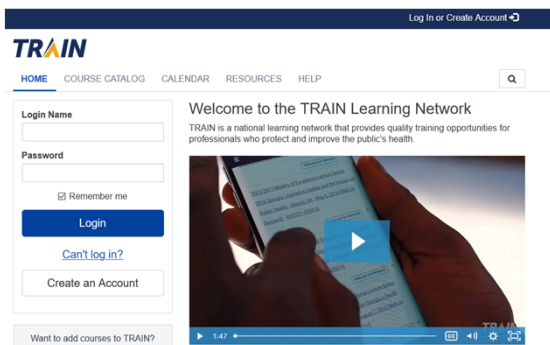
NCIPH offers year-round workshops and trainings for public health leaders and staff.

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## Seek Out Specific Training Opportunities



North Carolina  
Public Health Association



Region IV Public Health Training Center  
A MEMBER OF THE PUBLIC HEALTH LEARNING NETWORK

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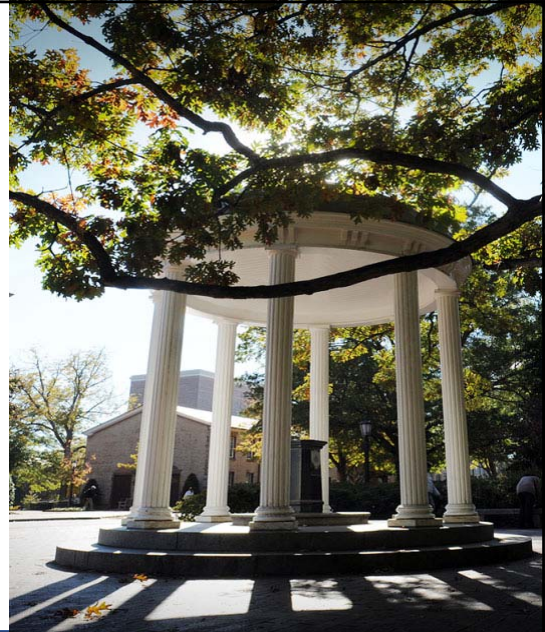


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# Thank you.

**Amy Belflower Thomas**  
NCLHDA Administrator  
[amy.b.thomas@unc.edu](mailto:amy.b.thomas@unc.edu)  
(919) 843-3973

The North Carolina Local Health Department Accreditation Program is part of the North Carolina Institute for Public Health at the Gillings School of Global Public Health at the University of North Carolina at Chapel Hill.



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