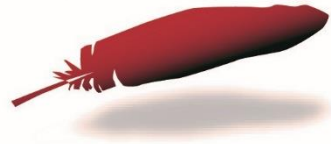


National Indian Health Board



Adapting Tribal Public Health Infrastructure through Workforce Development Improvements to Overcome COVID-19

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National Indian Health Board

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Winnebago Public Health Department
Tribal Public Health Summit
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Introductions



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National Indian Health Board

Purpose: To advocate on behalf of all federally recognized American Indian and Alaska Native Tribes to ensure the fulfillment of the trust responsibility to deliver health and public health services as assured through treaties, and reaffirmed in legislation, executive orders and Supreme Court cases.

Mission Statement: One Voice affirming and empowering American Indian and Alaska Native Peoples to protect and improve health and reduce health disparities.



Icebreaker



Presentation Overview

- Core Competencies
- 10 Essential Public Health Services
- PHAB Domain 8
- PHICCS 2019
- Winnebago Public Health Department
- Discussion
- Q&A



Staff



- What positions do you have?
- What additional positions are needed?
- What factors do you consider in choosing staff (education level, representative of the population, from the community, etc.)?
- What training/onboarding do you offer staff?
- How do you maintain a long-term workforce plan?



What comes to mind when you think of workforce and workforce development?



Workforce Development

- Improving health outcomes by enhancing the training, skills, and performance of public health workers (PHF, n.d.).



Tribal Public Health Infrastructure

- Core Components
 - Funding Systems
 - Authority/Governing Body
 - Information Systems
 - Partnerships
 - Workforce Development

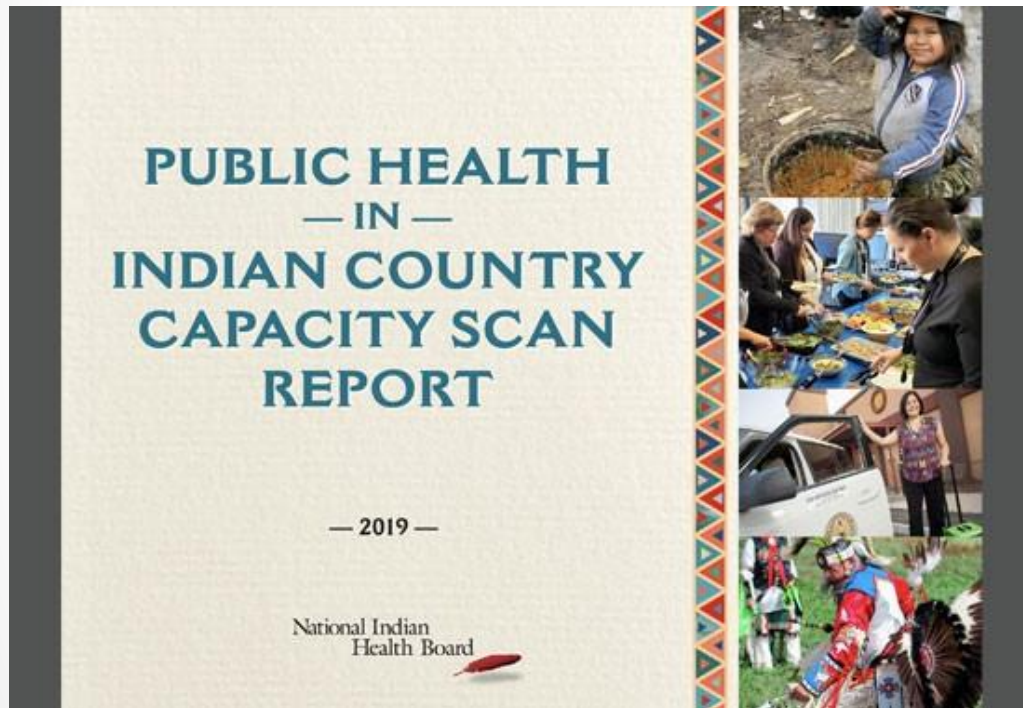


Tribal Public Health Infrastructure

- Core Components
 - Funding Systems
 - Authority/Governing Body
 - Information Systems
 - Partnerships
 - Workforce Development



PHICCS 2019



- A comprehensive scan conducted in partnership and through support from the Centers for Disease Control to better understand the current capacity of Tribal public health.
- Assess the needs and strengths of Tribal public health, to measure progress over time, and to allocate staff and resources where they are most needed.

Workforce Development Needs

Training

Technical skills (data collection/analysis), and general training on public health

Professional development

Certification and licensing

Staffing

Including hiring and retention

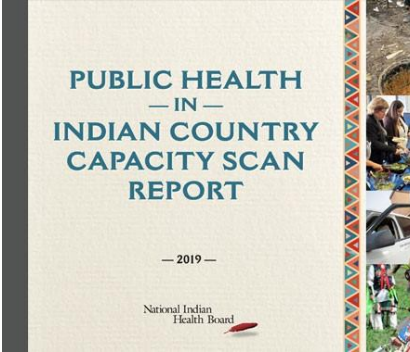
PHAB-related

Assessment, performance improvement, and accreditation

Technical assistance

Assistance with epidemiology, data analysis, and public health informatics

Workforce – Highest Averages



Occupation	Funded FTE	Funded FTE Filled
Behavioral health staff	8.7	6.6
Office and admin support	5.0	4.2
Business and financial operations	4.6	4.0

Workforce – Highest Averages



Occupation	Funded FTE Vacancies	Additional Funded FTE Needed
Behavioral health staff	1.7	1.8
CHRs	0.6	1.2
Nurse practitioners	0.6	n/a
Public health nurses	n/a	1.1

Are these findings similar to your workforce needs?



Core Competencies

- A set of skills used as a resource for public health practice and academic to help understand, assess, and meet training and workforce needs.



How are Core Competencies Used

- Competency Assessments
- Discipline-Specific Competencies
- Job descriptions
- Mentoring and Coaching
- Training
- Workforce Development Planning



Core Competency Domains

- Analytical/Assessment Skills
- Policy Development/Program Planning Skills
- Communication Skills
- Cultural Competency Skills
- Community Dimensions of Practice Skills
- Public Health Science Skills
- Financial Planning and Management Skills
- Leadership and Systems Thinking Skills



Tiers of Core Competency

- Tier 1: Front Line and Entry Level Professionals
- Tier 2: Program Managers and Supervisors
- Tier 3: Senior Management and Executives



Example of Core Competency Tiers

Community Dimensions of Practice Skills		
Tier 1	Tier 2	Tier 3
5A1. Describes the programs and services provided by governmental and non-governmental organizations to improve the health of a community	5B1. Distinguishes the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to improve the health of a community	5C1. Assesses the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to improve the health of a community
5A2. Recognizes relationships that are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)	5B2. Identifies relationships that are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)	5C2. Explains the ways relationships are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)
5A3. Suggests relationships that may be needed to improve health in a community	5B3. Suggests relationships that may be needed to improve health in a community	5C3. Suggests relationships that may be needed to improve health in a community
	5B4. Establishes relationships to improve health in a community (e.g., partnerships with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)	5C4. Establishes relationships to improve health in a community (e.g., partnerships with organizations serving the same population, academic institutions, policy makers, customers/clients, and others)
5A4. Supports relationships that improve health in a community	5B5. Maintains relationships that improve health in a community	5C5. Maintains relationships that improve health in a community
5A5. Collaborates with community partners to improve health in a community (e.g., participates in committees, shares data and information, connects people to resources)	5B6. Facilitates collaborations among partners to improve health in a community (e.g., coalition building)	5C6. Establishes written agreements (e.g., memoranda-of-understanding [MOUs], contracts, letters of endorsement) that describe the purpose and scope of partnerships



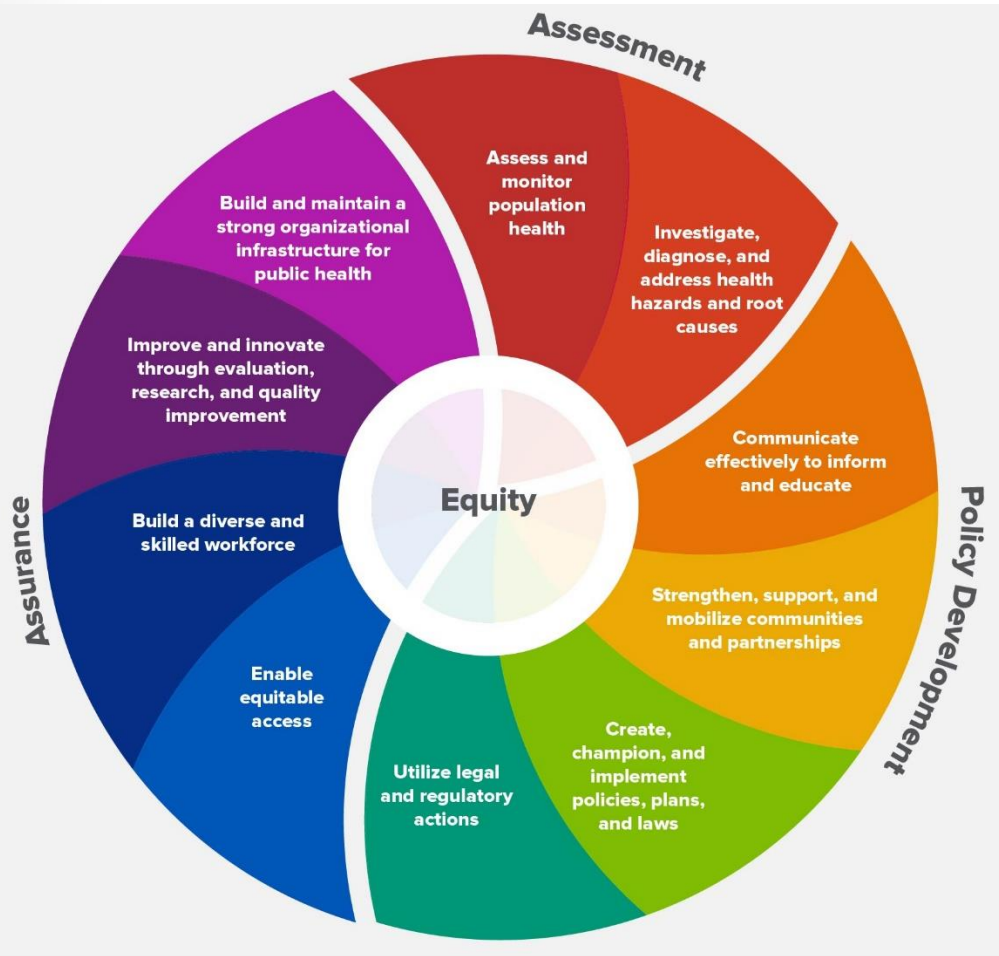
Pit Stop

Place a heart next to the domain you have participated in.

- Analytical/Assessment
- Policy Development/Program Planning
- Communication
- Cultural Competency
- Community Dimensions of Practice
- Public Health Science
- Financial Planning and Management
- Leadership and Systems Thinking



10 Essential Public Health Services



- Highlight public health activities that should be undertaken by all communities.
- Updated this year to include a central focus on equity.



10 Essential Public Health Services



THIS SERVICE INCLUDES:

- **Providing education and training** that encompasses a spectrum of public health competencies, including technical, strategic, and leadership skills
- **Ensuring that the public health workforce is the appropriate size** to meet the public's needs
- **Building a culturally competent public health workforce and leadership** that reflects the community and practices cultural humility
- **Incorporating public health principles in non-public health curricula**
- **Cultivating and building active partnerships with academia and other professional training programs** and schools to assure community-relevant learning experiences for all learners
- **Promoting a culture of lifelong learning in public health**
- **Building a pipeline of future public health practitioners**
- **Fostering leadership skills at all levels**



PHAB Domain 8

Maintain a competent public health workforce

- Standard 8.1: Encourage the Development of a Sufficient Number of Qualified Public Health Workers
- Standard 8.2: Ensure a Competent Workforce through Assessment of Staff Competencies, the Provision of Individual Training and Professional Development, and the Provision of a Supportive Work Environment

Standard 8.1

- Encourage the Development of a Sufficient Number of Qualified Public Health Workers
- Measure 8.1.1: Establish relationships and/or collaborate with educational programs that promote the development of future public health workers.

Standard 8.2

- Standard 8.2: Ensure a Competent Workforce through Assessment of Staff Competencies, the Provision of Individual Training and Professional Development, and the Provision of a Supportive Work Environment
 - Measure 8.2.1: Maintain implement and assess workforce development plan
 - Measure 8.2.2: Maintain competent workforce
 - Measure 8.2.3: Establish professional and career development
 - Measure: 8.2.4: Establish policies
 - Measure 8.2.5: Provide consultation and/or technical assistance

Workforce Assessment

What do you want to get out of a workforce assessment?

What kind of information?

What do you want to know?



Brainstorm
Session



Workforce Assessment

can answer....

- What are the gaps in staff positions (10 Essential Services)?
- What are the capabilities of your staff as compared against competencies?
- What are gaps in competencies for staff?
- What is your plan for staff development?
- What is your plan for future staffing and skills needed for a changing public health environment?
- How will you evaluate your WFD plan?



Workforce Assessment

Community Dimensions of Practice Skills

1 = None

2 = Aware

3 = Knowledgeable

4 = Proficient

I am unaware or have very little knowledge of the skill

I have heard of, but have limited knowledge or ability to apply the skill

I am comfortable with my knowledge or ability to apply the skill

I am very comfortable, am an expert, or could teach this skill to others

To what degree are you able to effectively...		
1	Describe the programs and services provided by governmental and non-governmental organizations to improve the health of a community	- <input type="text"/>
2	Recognize relationships that are affecting health in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, and other types of organizations)	- <input type="text"/>
3	Suggest relationships that may be needed to improve health in a community	- <input type="text"/>
4	Support relationships that improve health in a community	- <input type="text"/>

[Competency Assessment \(phf.org\)](http://phf.org)



Workforce Assessment

Your Results

Enter the average total from each domain in the corresponding row below.

Domain	Average Total
Analytical/Assessment Skills	0.0
Policy Development/Program Planning Skills	0.0
Communication Skills	0.0
Cultural Competency Skills	0.0
Community Dimensions of Practice Skills	0.0
Public Health Sciences Skills	0.0
Financial Planning and Management Skills	0.0
Leadership and Systems Thinking Skills	0.0

Interpreting Your Results

Based on the averages you have for each domain in the "Your Results" section above, you are now ready to identify the strengths in your practice and the areas that you would like to improve or strengthen.

For example, if you have scored a "1" in any domain, you will want to consider focusing your time and energy toward achieving the competencies in that domain, followed by domains in which you scored a "2," with a lower priority given to domains in which you scored a "3" or higher.

Once you have identified your priorities, you can use this information to guide you in developing a learning plan with one or more personal professional goals for the next year; in engaging in a discussion with your supervisor, mentor, or coach; and in choosing learning opportunities that will help you reach your goals and meet the requirements for continuing competence in your occupation or discipline.



Workforce Development Plan

- A public health workforce development plan sets forth objectives and strategies that are aimed at training or educational programs to bring public health employees up to date on the skills necessary to do their jobs better or to train the next generation of public health workers and leaders.



6 month Timeline

- Assess organizational capacity for WFD (2 weeks)
- Conduct workforce assessment (2-3 months)
 - Choose competencies
 - Choose or develop instrument(s)
 - Implement assessment
- Analyze data (1-2 months)
 - ID gaps/deficiencies/prioritize
- Write WFD Plan (1-2 months)
 - Develop training plan
- Evaluate Plan (ongoing)



Workforce Development Plan

- The plan must:
 - Address the **collective capacity and capability** of the department workforce and its units.
 - **Address gaps** in capacity and capabilities and include **strategies** to address them.
 - **Be responsive** to the changing environment and include consideration of areas where the technology advances quickly such as information management and (digital) communication science.
 - **Be responsive** to the changing environment and include considerations of areas where the field is advancing, for example, emergency preparedness training, health equity, and cultural competence.

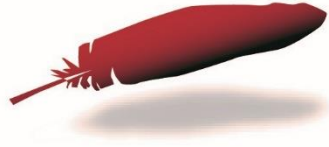


NIHB Efforts to Support Workforce Development

- Strong Systems, Stronger Communities Grant
 - Funding opportunities
 - Technical Assistance
 - Trainings
 - Tribal Accreditation Learning Community



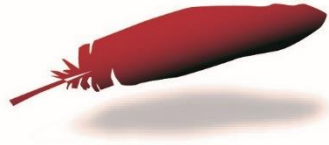
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Discussion



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Q&A



Thank you!

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