

# East Shore District Health Department



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## Workforce Development Plan

## Introduction

Training and development of the workforce is one part of a comprehensive strategy toward agency 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 document provides a comprehensive workforce development plan for East Shore District Health Department. The Department utilized and modified the template created by the Ohio Public Health Training Center to develop the plan.

### In this plan

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### Questions

For questions about this plan, please contact: Barbara Naclerio  
Project Coordinator Phone: 203-481-4233 Email: [bnaclerio@esdhd.org](mailto:bnaclerio@esdhd.org)

# Agency Profile

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## Mission, vision, & values

The mission of the East Shore District Health Department is committed to improving the health and well-being of our residents through public health programs that promote wellness, prevent and control disease, and provide education about healthy lifestyles.

East Shore District Health Department (ESDHD) Vision: The East Shore Community values healthy lifestyles developed through knowledge, access to services and resources for all.

## Value Statements:

- We value our role in providing opportunities for all community members to be healthy.
- We value quality and incorporate public health standards and best practices into our operations.
- We value ethical behavior, accountability and integrity.
- We value customer service and operate with the goal of achieving high levels of internal and external customer satisfaction.
- We value our diverse community and strive to deliver our services in the best way possible.
- We value promoting physical and mental health.
- We value preventing disease, injury and disability.
- We value collaboration and partner with a variety of individuals and organizations to improve community health by sharing information, resources and ideas.
- We value social justice for all.
- We value the development of Public Health through the mentoring and training of public health students.
- We value a fiscally responsible approach to providing services and programs to the district.

## Location & Population Served:

Towns of Branford, East Haven and North Branford, located in New Haven County, Connecticut

### Population:

- Branford: 28,066
- East Haven: 29,139
- North Branford: 14, 387
- Total Population: 71,592

### Racial/ethnic composition:

- White: 85.64%
- Black: 2.76%
- American Indian/Alaska Native: 0.34%;
- Asian: 3.28%
- Hispanic or Latino origin: 6.86%

### Age:

- Persons under 18: 18.7%
- Persons 65 years and over: 19.2%

### Language other than English spoken at home:

	English	Spanish	Other European	Asian	Other
Branford	88.5	3.3	5.5	2.2	0.5
East Haven	81.8	9.1	6.6	2.2	0.4
North Branford	92.1	2.4	4.9	0.3	0.3

### Educational Attained:

Town	High school	4-year degree	Post college degree
Branford:	26%	21%	18%
East Haven:	43.2%	12.3%	8.3%
North Branford:	29.4%	21.4%	18.2

### Population in poverty (200% poverty line or lower):

- Branford: 5,038 (18%)
- East Haven: 7,027 (24%)
- North Branford: 1,582 (11%)

*Data from 2010 US Census*

# Governance

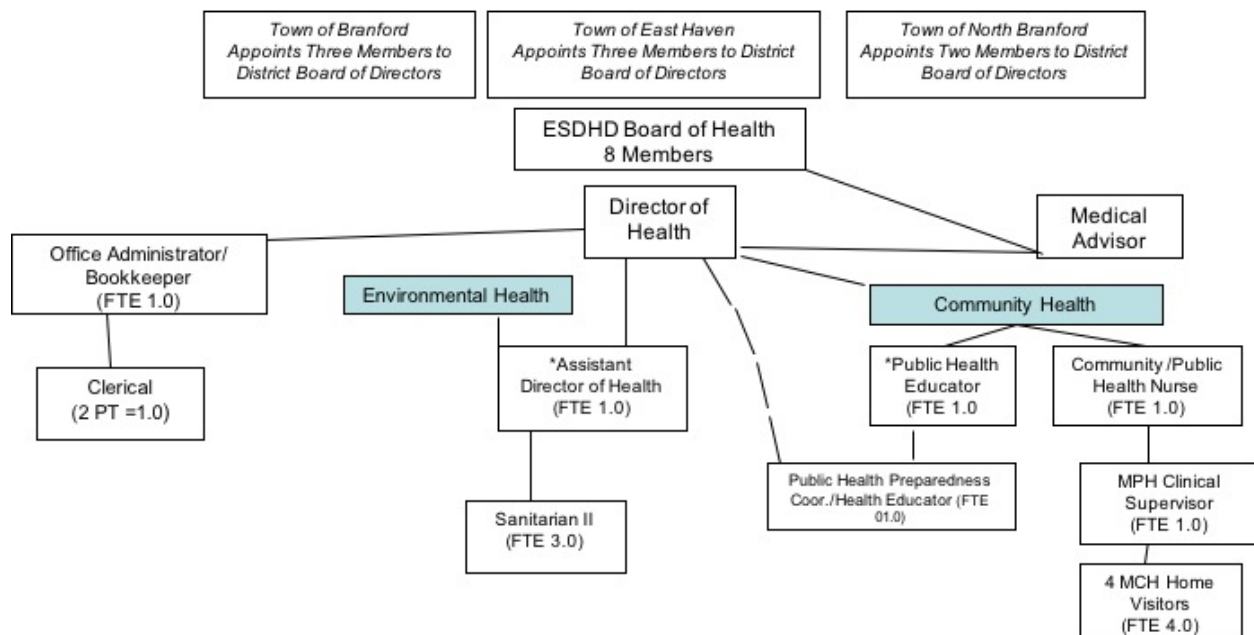
## Organizational structure

The East Shore District Health Department provides services and programs under the direction of the Director of Health and with valuable guidance from the 8-member Board of Directors and 1 Medical Advisor.

The East Shore District Health Department staff consists of a team of trained health and administrative support professionals. There are 14 full-time and 1 part-time employee. Department staff are organized within six divisions:

- Director of Health
- Assistant Director of Health
- Environmental Health (3 FTEs)
- Health Education (1 FTE)
- Emergency Preparedness (1 FTE)
- Public Health Nursing (1 FTE)
- Maternal/Child Health (5 FTEs)
- Administration (1 FTE/ 2 PTE)

### ESDHD Organizational Chart



## Funding

The Health Department operating budget is approximately \$2.5 million dollars. The District programs are primarily funded by state operating grants, preventative health block grants, town per capita contributions and fees collected for permits, licenses and services.

### THE DISTRICT HEALTH DEPARTMENT Fiscal Year 2015/2016 ADOPTED BUDGET

<b>REVENUES Fiscal Year 2015/2016</b>	
<b>Program</b>	<b>Amount</b>
Lead Grant	\$8,788
State of Connecticut	\$125,058
Preventive Health Grant (Block grant)	\$17,910
Emergency Preparedness	\$51,970
Fees	\$182,506
Immunization/PH Nursing Program	\$26,000
MRC Grant (Regional & Local)	\$63,500
Interest	\$2,800
Local Contribution	\$528,819
Maternal Child Health Grant	\$335,834
Carry Over Fund Balance	\$682,000
<b>Total</b>	<b>\$2,025,185</b>

#### Local Contribution Breakdown:

<b>Town</b>	<b>2014-15 Population</b>	<b>Per Capita</b>	<b>2015-16 Population</b>	<b>Per Capita</b>	<b>Town Contr. 2015/16</b>
Branford	28,024	\$7.12	27,988	\$7.40	\$207,111
East Haven	29,190	\$7.12	29,121	\$7.40	\$215,495
North Branford	14,379	\$7.12	14,353	\$7.40	\$106,212
Total	71,593		71,462		\$528,819

# Competencies, Education Requirements, and Training Needs

## Core competencies for agency

### Continuing education required by discipline

There are multiple requirements for continuing education for ongoing licensing and practice that are discipline-specific. Licensures and certifications held by staff, and their associated continuing education requirements, are shown in table below.

License/Certification	Who	Frequency
Food	Director of Environmental Health, Registered Sanitarians,	16 contact hours over 3 years
Lead	Registered Sanitarians	Annually
Registered Sanitarian (RS)	Director, Asst. Director, Sanitarians	No Continuing Education
Registered Environmental Health Sanitarian (REHS)	Director, Asst. Director, Sanitarians	24 hours every other year
Subsurface Sewage Disposal (SSD) Phase I & II	Director, Asst. Director, Sanitarians	No Continuing Education
Certified Health Education Specialist (CHES)	Health Educator, Health Education Associate	75 hours of continuing education contact hours over 5 years
Advanced Practice Registered Nurse (APRN)	Communicable Disease Coordinator	150 continuing education units over 5 years
Licensed Clinical Social Worker (LCSW)	NFN Supervisor	15 hours a year
PAT Certified	NFN Staff	20 hours first year 15 hours second year 10 hours third and there

		after
Registered Nurse	Public Health Nurse	No Continuing Education
M.D.	Medical Advisor	No Continuing Education
	Director of Health	M.P.H.

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## **Implementation & Monitoring**

### **Introduction**

This is a framework for workforce development based on ESDHD's culture, vision and mission. The plan is open to revision and changes as changes occur in staffing and the various factors that affect our work towards our vision.

### **Communication**

The Workforce Development Plan will be located in the Share Drive of the ESDHD System in the Policy and Procedure folder. It will also be found as a hardcopy with the department policies and procedures located in the administrative office.

### **Training evaluation**

All trainings will be evaluated with use of the basic evaluation form that can be found in *Appendix B*. This evaluation will be completed by participants and collected by a member of the Workforce Development team for analysis of content, delivery, and effectiveness. Should the Workforce Development Team find any particular training is not effective or has some other inadequacy the training will be swapped out for a more effective training. This is important for professional continuing education documentation and quality improvement purposes.

### **Tracking**

The following information will be tracked for each training as appropriate:

- Participant name and title
- Date of training
- Location of training
- Training content, which could include agendas, curriculum objectives, Power Point presentation, and training materials.
- Training transcripts or records from CT Train

## Conclusion / Other Considerations

### Review of plan

This plan will be reviewed and updated annually in June, with input from senior management during regular supervisor meetings. The plan will be maintained by the Project Coordinator.

### Review & Approval

	Printed Name and Title	Signature	Date
Reviewed by			
Approved by			

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## Appendix A

### 2017 ESDHD Core Competency Survey

The East Shore District Health Department utilizes the Core Competencies for Public Health Professionals from the Council of Linkages to guide a department-wide survey to determine what trainings would be applicable for professional development (Results- Appendix A). The

January 2017 a Survey Monkey Survey was developed by the Workforce Development Team to determine what areas the ESDHD staff were strong in and where training could improve the skills of the staff and implementation strategic goals of the Health Department. The survey was completed by all ESDHD staff members.

The survey revealed that the competency areas that the staff were most comfortable in were:

- Ethics
- Information Technology
- Community Dimensions
- Using Data.

The staff showed less confidence in the following areas:

- Basic Public Health
- Public Health Sciences
- Diversity
- Financial Planning and Management.

Also, a number of staff members felt that the following areas were not relevant to their work:

- Financial Training,
- Diversity
- Public Health Sciences
- Program Planning

These are areas the Workforce Development Team determined were important to everyone's jobs and the results of the survey showed that the training was even more essential.

Based on the strategic direction of the Health Department, the following training areas have also been identified as necessary:

- CPR/AED training,
- Sexual Harassment
- Fire Extinguisher
- Safety in the Field
- Quality Improvement
- Performance Management,
- Confidentiality

- Information Technology
- Emergency Preparedness
- Communications

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## *Appendix B* East Shore District Health Department Goals and Objectives 2017-2018

<b>Goal</b>	<b>Objectives</b>	<b>Target Audience</b>	<b>Responsible Party</b>
<b>Enhance Cultural Competency and communication skills within all Health Department staff</b>	<ul style="list-style-type: none"> <li>• Identify training that will enhance the Core Competencies within staff</li> <li>• Hold Trainings at the Health Department</li> </ul>	All Staff	Division Supervisor
<b>Develop training curricula to enhance Health and Safety skills for all Health Department staff</b>	<ul style="list-style-type: none"> <li>• Identify trainings staff need</li> <li>• Hold trainings at the Health Department</li> </ul>	All Staff	Workforce Development Team
<b>Maintain required discipline-specific licensures and certifications</b>	<ul style="list-style-type: none"> <li>• Staff will fulfill all requirements for maintaining licensures and certifications</li> <li>• Staff will submit documentation showing they have fulfilled requirements each year to division supervisors, who will then submit to HR</li> </ul>	All Staff	Division Supervisor
<b>Maintain client confidentiality and protect client/patient (health) information</b>	<ul style="list-style-type: none"> <li>• Conduct trainings on confidentiality policies and procedures</li> </ul>	All Staff	Division Supervisor
<b>Establish a culture of quality within the agency</b>	<ul style="list-style-type: none"> <li>• All staff will complete basic Continuous Quality Improvement training</li> </ul>	All Staff	CQI Project Coordinator

<b>Improve staff use of technology in the workplace</b>	<ul style="list-style-type: none"> <li>• Offer access to trainings and resources on technology topics identified as a need</li> </ul>	All Staff	Workforce Development Team
<b>Ensure staff members receive proper training to enable them to carry out Emergency Preparedness activities</b>	<ul style="list-style-type: none"> <li>• All staff must complete the mandatory ICS 100 and POD trainings and submit completion certificate (if applicable) to Emergency Preparedness Coordinator</li> </ul>	All Staff	Emergency Preparedness Coordinator
<b>Establish an orientation program for new Health Department employees</b>	<ul style="list-style-type: none"> <li>• Outline and establish components for new Health Department orientation program</li> </ul>	New Staff	Workforce Development Team
<b>Establish a new Intern manual</b>	<ul style="list-style-type: none"> <li>• Outline and establish components for new intern manual</li> </ul>	New Interns	Project Coordinator

*Appendix C* East Shore District Health Department Curricula and Training 2017-2019

<b>Topic/Title</b>	<b>Description</b>	<b>Target Audience</b>	<b>Competencies addressed</b>	<b>Schedule</b>	<b>Resources</b>
<b>Sexual Harassment</b>		General Staff	7A3	4/12/17	Pryor
<b>Workplace violence</b>		General Staff	7A3		Pryor
<b>Customer service/Difficult people</b>		General Staff	7A3		Pryor
<b>Safety in the field</b>			7A3		
<b>Ethics</b>		General Staff	1A3, 6A7, 8A1,		Pryor
<b>Fire extinguisher safety</b>		General Staff			Pryor
<b>CPR/First Aid</b>		General Staff			
<b>QI</b>		General Staff	2A11	9/29/16	
<b>Confidentiality</b>		General Staff	7A3		Pryor

<b>Diversity</b>		General Staff	3A1,2, 4A1,2,3,4,5,6,7		
<b>Cross-training - working the front desk</b>		General Staff			
<b>ICS-100</b>		General Staff			CT TRAIN
<b>POD Training</b>		General Staff			
<b>Office 365 Training</b>		General Staff	1A4		
<b>Internet Safety/E-confidentiality</b>		General Staff			
<b>Basic Policies and Procedures</b>		General Staff	7A2,3		
<b>Car Information</b>		General Staff			
<b>Mandatory Reporting</b>		General Staff			
<b>Time Management/Multitasking</b>		General Staff			
<b>Communications to the public</b>		General Staff	3A4,5,6,7, 7A3		
<b>Basic Public Health 101</b>		General Staff	1A1, 3A8, 5A1, 6A1,6A2, 6A3, 8A2		
<b>Stress management</b>		General Staff			
<b>Grant writing and reporting</b>		General Staff	1A13, 7A4,6,7		
<b>Basic Program planning</b>		General Staff	2A1,2,9,10, 7A5,9,11,12,13,14		
<b>PHEP training</b>		General Staff			



Identifying and using PH data		General Staff	1A2,3,4,5,6,7,8,9, 10, 6A4,5		
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## Appendix D Training Evaluation Form

OBJECTIVES: (will be specific to each course within the program) As a result of this course I am able to:

CHOOSE AN ITEM

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
1.	1	2	3	4	5
2. _____	1	2	3	4	5
3. _____	1	2	3	4	5
4. _____	1	2	3	4	5
5. _____	1	2	3	4	5
6. The course is relevant to my work.					
7. I am committed to applying what I have learned to my job.					
8. The level of the course met my needs.					
9. The supplemental materials/resources were appropriate.					
10. My questions were adequately resolved.					

11. The overall quality of the course was very high.					
12. How did you hear about this course?					

**Additional Comments:**

INSTRUCTOR(S):

TECHNOLOGY:

FACILITY:

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*Appendix E ESDHD Training Sign in Sheet*

**Training Titles:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Time:** \_\_\_\_\_

**Facilitators:** \_\_\_\_\_

	<b>Print Name</b>	<b>Position</b>	<b>Division</b>	<b>Signature</b>
<b>1</b>				
<b>2</b>				
<b>3</b>				
<b>4</b>				
<b>5</b>				
<b>6</b>				
<b>7</b>				
<b>8</b>				
<b>9</b>				
<b>10</b>				
<b>11</b>				
<b>12</b>				
<b>13</b>				
<b>14</b>				
<b>15</b>				
<b>16</b>				