



# Workforce Development Plan

## Lincoln County Health Department



April 2015 – December 2016

Signature:

*Shelley Herail*

Date:

Adopted on

04/30/2015

Revised on

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xx/xx/xxxx

# Purpose & Introduction

**Introduction** Training and development of the workforce is one part of a comprehensive strategy toward Lincoln County Health Department’s quality improvement. Fundamental to this work is identifying strengths and areas that need improvement in staff’s knowledge, skills, and abilities through the assessment of both organizational, programmatic, and individual needs, and addressing those gaps through targeted training and development opportunities.

The goal of this workforce development plan is to ensure a competent, skilled and dynamic professional public health workforce who systematically pursues opportunities to increase their skills and competencies so they can contribute to the goals of the Lincoln County Health Department Strategic Plan. This would ultimately improve the quality of public health services and programs offered to the residents of Lincoln County.

This document provides a comprehensive workforce development plan. It also serves to address the documentation requirement for Accreditation Standard 8.2.1: *Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies*. It also addresses Accreditation Standards 8.2.3, 2.3.3, 6.2.1, 9.1.5, 9.2.1, and 11.1.4

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**In this plan** This workforce development plan contains the following topics:

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Appendixes A: Agency Organizational Chart A1: Agency Organization Chart no names B: Staff Training Survey C: Individual Staff Competency Plan D: Training Evaluation Form Long D1: Training Evaluation Form Short E. Professional Membership and Subscriptions F: Workforce Development Resources To be created in 2015: -Personal Professional Development Plan -Staff Training Log -Licensure and Certification Policy	Available on SHARE:O

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**Oversight** Health Officer/Director is responsible for training and workforce development initiatives, including the maintenance of this plan within our agency.

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**Acknowledgement** LCHD would like to thank the Ohio Public Health Training Center at the College of Public Health at The Ohio State University for making the template for this workforce development plan available.

# Agency Profile

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## **Mission & vision**

### **Mission**

The mission of the Lincoln County Health Department is to provide services to residents promoting optimal health and safety through prevention, protection and intervention.

### **Vision**

The Lincoln County Health Department will advocate for the public's health through promotion of healthy living and prevention.

The Lincoln County Health Department is committed to providing the public health services needed in Lincoln County in a professional and cost-effective manner. Our strategic plan identified in 2014 is intended to move the agency forward with everyone pulling in the same direction. This strategic plan is reviewed and updated every 5 years. This ensures accountability and provides a roadmap in identifying and completing our goals as a department. While our agency's mission is clear, the road to fulfilling this mission often changes at the county faces workforce shortages, budget constraints, new disasters and new emerging infections. (See Lincoln County Health Department Strategic Plan, [\..\..\Performance Management Plan\Strategic Plan\Strategic Plan 2015-2019\Strategic Plan 2015-2019.pdf](#) .)

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## **Location & population served**

Lincoln County Health Department is a local government public health agency that provides public health services 28,392 residents.

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## **Governance**

The Board of Health is the governing body of the health department. The County Board appoints 5 elected officials to the Board of Health every 2 years. The membership is completed with a nurse, medical advisor and community member at large that are selected by the Board of Health to serve a 2 year term.

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## **Organizational structure**

The agency is directed by the Health Officer/Director and Program Leads comprised of public health nurses, registered sanitarian/ environmental health specialist and a public health educator. Additional staff includes environmental health specialist, fiscal clerk, program assistant, health aides and hearing technicians. (See Appendix A1 and A Agency Organization Chart)

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## **Learning culture**

The Lincoln County Health Department is committed to empowering and enriching employees in order to advance the practice of public health. LCHD will pay the cost of registration for all meetings, training and conferences, when the employee's attendance is required for work. Paid leave, registrations and travel costs may also be granted by the Health Officer/Director to an employee at their request for work related education conferences, professional organization meetings, scholarships, memberships and training seminars that are not required but will provide a benefit to both the employee and the Health Department.

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## **Funding**

LCHD is funded through various sources including grants, fees, tax levy, permits and licenses, and contracts.

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**Workforce policies**

- Workforce Training Policy and Procedures
  - Workforce Scholarship Policy
  - Work Schedule Policy
  - Workforce Licensure and Qualifications policy – To be developed in 2015
  - LCHD Orientation Policy and Procedures
  - Lincoln County Personnel Policies
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**Leadership Team**

The Leadership Team is multidisciplinary and represents both Administration and Program Lead Staff. The charge of the team is to assure that educational programs for the benefit of all staff members are conducted internally. The committee duties include:

- Identifying training needs and updating the LCHD Training Plan
  - Provide guidance in arranging training
  - Monitoring and carrying out the Workforce Development Plan
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## Workforce Profile

**Introduction**

This section provides a description of Lincoln County Health Department’s current and anticipated future workforce needs.

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**Current workforce demographics**

Lincoln County health department currently has the capacity to provide core public health services such as environmental health, family health services, health promotion and chronic disease, public health preparedness and communicable disease control and prevention. Additional services such as jail health services, school health services and foot care also provided. The table below summarizes the demographics of the agency’s current workforce. See Appendix A and A1

Category	# or %
Total # of Employees:	19
# of Full Time Employees	8
# of Volunteers	2
Primary Professional Disciplines/Credentials:	
Health Officer/Director:	1
Program Assistant:	1
Fiscal Clerk:	1
Public Health Nurse:	7
Registered Sanitarian/Environmental Health Specialist:	1
Health Educator:	1
Environmental Health Specialist:	1
Health Aide:	3
Hearing Technician:	2
Retention Rate	100% 2014
Employees < 5 Years eligible for retirement :	
Management:	0
Non-Management:	Not sure

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**Future Workforce Capacity and Capabilities Needs**

The issues LCHD mirror the national concern of a widening gap between the Public Health system’s charge to improve the health of populations and the capacity of the public health workforce to meet that challenge. This raises the importance for training, continuing education, and related skill development. Some of the critical challenges facing public health are as follows:

- Quality staff for employment especially in rural Wisconsin
- Shrinking budgets and competition for scarce resources
- Greater demand on public health system – new and emerging disease, natural disasters
- Changing population – ethnic, racial, age, economic groups, etc.
- Ability to market public health to the public
- Increase training needed – standards and requirements changing, individual to population
- New skills need in advocacy, partnership building, coalitions, information management, technology and research
- New competencies needed including leadership, technology, health equity and cultural competencies
- Lack of time for training and affordable training available

In order to fulfill our mission we need a well-trained and competent workforce that strives for excellence. LCHD will make every effort to effectively identify training and education needs for core competencies and to carry out the 10 Essential Public Health Services. It is the goal to assure that our workforce encompasses the full range of public health core competencies identified by the Council on Linkages Between Academia and Public Health Practice.

## Supportive Environment

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**Introduction**

Lincoln County Health Department completed a brainstorming session at the all staff meeting in January of 2015. The following are the methods the department will provide to encourage a supportive work environment for its employees.

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**Environment**

- Support for breastfeeding employees.
  - Monthly morning break or lunch organized by the party committee
  - Quarterly outside work activities
  - Bulletin board in break room where you can post news/events about life outside of work.
  - “Awesomeness” shared at monthly morning staff meetings – employees have an option to pass - share good news- personal or work related.
  - Decorate and paint break room.
  - Pay It Forward by supporting community charities through Casual for a Cause.
  - Mystery Fun day – Staff suggest doing something fun to do such as wear red, bring in wedding photos, wear fun shoes, do random act of kindness and share, etc.
  - Party Committee will host special events such as Packer Day
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**Employee Recognition**

In keeping with department culture and in response to employees' preferences, individual recognition is done privately and team recognition is done publicly. The following are recognition activities:

- Employees will provide nominations to the Party Committee of employees who have earned a special recognition for going the extra mile to assist their co-workers or have gone beyond their assigned duties to support a program or service. Each employee can receive up to three recognition rewards annually, the following are the reward pass that are available. Reward Passes expired one year after receiving them and employees are only eligible for 3 rewards per year.
    - You Deserve a Break – Take break at end of day and leave at 4:00pm
    - Flex Your Time: Come in one day 1 hour early and leave 1 hour early (within same pay period)
    - Free Casual Day: Wear jeans any day.
  - Post thank you on co-workers door. Staff can decide if they want to keep the thank you on their door. Thank you cards are in the library
  - Director will have a goodie drawer of small items such as chocolate that staff can give to other staff for doing job well done.
  - Party committee will plan two staff appreciation events per year.
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**Employee Wellness**

- Employees who wish to combine their breaks for wellness activities should request to meet with their supervisor to discuss the feasibility of doing so. Wellness activities could include things like engaging in physical activity, going off-site to breastfeed a child, or other activities that may reduce stress and improve health and wellbeing. The following criteria must be met:
    - If feasible, the supervisor may approve an employee to combine their breaks with their lunch to allow a longer period of time to work toward the employee's wellness goals.
    - Total time for wellness activities may not exceed one hour.
    - The flexible lunch break must be taken between 1030 and 1330
    - Adequate office coverage must be assured and is of primary concern.
    - The enhanced wellness break may not have a negative impact on the agency, its operations, or the employee's co-workers.
    - Breaks may not be taken at the beginning or the end of the day.
  - At least one employee wellness event will be planned per year such as Maintain, Not Gain, stress management, etc.
  - The party committee will have a healthy fruit or vegetable at employee potlucks.
  - Employees will share with co-workers community wellness events (such as team for community walk).
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**Professional Affiliation**

Staff is provided with the opportunity to participate in professional membership and affiliations as time and funding permits. See Appendix E: Professional Memberships and Subscriptions

# Competencies & Education Requirements

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## Core competencies for agency

Lincoln County Health Department recognizes the Council on Linkages Core Competencies for Public Health Professionals as the benchmark for basic skills required of all LCHD professional Staff. [http://www.phf.org/resourcestools/pages/core\\_public\\_health\\_competencies.aspx](http://www.phf.org/resourcestools/pages/core_public_health_competencies.aspx).

The competencies are a set of skills desirable for the board practice of public health. They reflect the characteristics that LCHD staff need to possess in order to protect and promote health in our community. The Core Competencies address the following:

1. Analytic/assessment
2. Policy Development and 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

There are three levels of skills, or tiers, for each domain.

Tier 1 – Support Staff

Tier 2 – Professional Staff

Tier 3 – Administration

[http://www.phf.org/resourcestools/pages/core\\_public\\_health\\_competencies.aspx](http://www.phf.org/resourcestools/pages/core_public_health_competencies.aspx)

Employees are evaluated annually on the Core Competencies. The employee is encouraged to use them as a guide in developing annual objectives discussed with their supervisors during annual performance evaluations. Administration will make every effort to support attendance at continuing education events that build on employee competencies.

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## Other competencies

LCHD acknowledges that the core competencies do not always cover each specific position and may use other competences.

### Program Competencies:

- MCH Early Childhood Systems Core Competencies  
<http://www.dhs.wisconsin.gov/health/mch/EarlyChildhoodSystems/index.htm>
- CDCs Core Competency Model for Public Health Preparedness and Response;  
<http://www.asph.org/document.cfm?page=1081>
- Health Equity
- Informatics

### Disciplinary Competencies:

- Environmental Health Competency Project: Recommendations for Core Competencies for Local Environmental Health Practitioners; <http://www.apha.org/programs/standards/healthcompproject/>
- National Commission for Health Education Credentialing: Areas of Responsibilities, Competencies, and Sub Competencies; <http://www.nchec.org/credentialing/docs/nch-mr-tab3-110.htm>
- CDCs Core Competency Model for Public Health Preparedness and Response;  
<http://www.asph.org/document.cfm?page=1081>
- Core Competencies for Public Health Nurses;  
<http://www.achne.org/files/Quad%20Council/QuadCouncilCompetenciesforPublicHealthNurses.pdf>

**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, as well as special certification requirements for program administration. Workforce Licensure and Qualification Policy will be created in 2015.

<b>Discipline</b>	<b>CE Requirements (as of 10/13)</b>
Registered Nurse	None
Registered Sanitarian	ORUs – 2 courses a year
Health Educator (CHES/MCHES)	75 CECH every 5 years
Dental Hygienist	
Certified Car Seat Technician	1. 5 required seat checks 2. 6 hours of continuing education (CEUs) 3. One community education event (check-up or outreach)
Screening Test Technician	Every five years
Respiratory Fit Testing	none
CPR	Every two years
Environmental Standardization	Every two years
Vision Screener Certification	Every three years

## Training Needs

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**Introduction** A Training Calendar (see page 14) is developed which identifies mandatory and optional training goals, objectives, target audience, resources and competencies.

**Staff Training Survey Process** The Workforce Development Plan was originated January 2014. In order to determine the training needs for staff for the plan a staff survey was administered via Survey Monkey in November 2013 and March 2015. Results were reviewed by the Leadership Team and Staff. See Appendix B Staff Training Survey

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**Staff Training Survey Results** The Staff Training Survey identified the following strengths of the organization:

- Innovative ideas and creative solutions are encouraged and considered by management
- New employees are supported in their new roles
- The work environment is safe and secure
- Staff is provided with opportunities to learn from one another across programs.
- Leadership supports professional development

Although not identified as a weakness, there is room for improvement for the following:

- There is an atmosphere of trust and mutual respect within the organization.
- Staff is held to high professional standards for the work that they do.
- Staff are being trained and prepared to accept greater responsibility in their current roles.
- Staff receives constructive feedback that can help them to improve their performance.
- Staff are being professionally mentored to excel in their current positions
- Adequate time provided for professional development and continuing education.
- Professional development opportunities offered provide me with the knowledge and skills I need to do my work effectively.



**Core  
Competency  
Assessment  
Process**

Staff:

Core Competencies for Public Health were introduced to staff in September of 2013. The Core Competencies assessment is completed annual on TRAIN and submitted to the Health Officer. All staff received a summary of their results' See Appendix C Individual Staff Competency Plan. In 2016, the Core Competencies Assessment will be completed to coincide with staff's annual performance evaluation and be part of the employee's personal professional development plan. Personal Professional Development Plan will be created in 2015.

Agency:

The core competencies were also summarized for the department at the October All Staff meeting 2013. Staff identified the top two competencies to work on as an agency for 2014-2015. Using the core competency staff assessment scores and the agency's matrix ranking, the agency's core competencies focus areas for 2014-2015 are Public Health Science and Analytical Assessment Skills. The agency Director will compile agency wide competency assessment data that is non-identifiable, to report to the Board of Health annually.

The Director and Lead Staff will assist employees in identifying competency based training content and curricula available from recognized institutions. WI-TRAIN is a resource that provides core competency training for staff. If none are found, the agency will create trainings internally. The employee will be expected to document completion of all trainings completed in TRAIN.

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**Agency-  
specific needs**

In pursuit of PHAB Accreditation the following training needs have been identified based on PHAB requirements:

- Quality Improvement and Performance Management
- Leadership
- Public Health Law
- Public Health Preparedness
- Cultural Competencies

In addition, after analyzing the results of the Core Competency Assessment the following training gaps were identified:

- Public Health Sciences
- Analytical Assessment Skills

Additional information taken into consideration when planning for training from the department's strategic plan in 2014:

- Financial Planning
  - Customer Satisfaction Surveys
  - Program Evaluation
  - Marketing
  - Time Management
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**Mandatory training**

The table below lists training required by the agency and/or by state or federal mandate:

<b>Training</b>	<b>Who</b>	<b>Frequency</b>
HIPPA/Confidentiality	All staff	Upon hire, annually
Personnel Policies	All Staff	Upon hire, yearly
Bloodborne Pathogen	All Staff	Upon hire, annually
Chemical Exposure/PPE	All Staff	Upon hire, annually
Respiratory Protection	All Staff	Upon hire, annually
Emergency Response Training	All Staff	Upon hire, annually
Diversity and Cultural Competencies/Health Equity (also civil rights)	All Staff	Upon hire, every year Civil Rights every three years
TB Competency	Nursing Staff	Upon hire, annually in Spring
Immunization Competency	Nursing Staff	Upon hire, every 2 years
Maternal Child Health Grant Training	Family Health Lead Staff	Annually
MCH Core Competency Training		
Immunization Update	Nursing Staff	Upon hire, annually
ICS Training	All Staff	Upon hire
QI Training	All Staff	Upon hire, four times a year
Performance Management	All Staff	Upon hire, two times a year
Core Competency Training	All Staff	Upon hire, yearly
Proficiency Water Analysis Training	All Water Lab Analyst	Upon hire, yearly
Health Literacy Training	All Staff	Upon hire, yearly
Leadership/Management Training	Administration	Upon hire, two times a year
Public Health Law	Professional Staff	Upon hire, every other year
Public Health Preparedness Capabilities	All staff	Upon, hire, every other year

## Goals, Objectives, & Implementation Plan

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**Introduction**

This section provides information regarding training goals and objectives of the agency, as well as resources, roles, and responsibilities related to the implementation of the plan.

**Roles & responsibilities**

The table below lists individuals responsible for the implementation of this plan as well as the associated roles and responsibilities.

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Who	Roles & Responsibilities
Board of Health	Ultimately responsible for ensuring resource availability to implement the workforce development plan.
Health Officer/Director	Responsible to the Board of Health for workforce strategy, priority setting, establishment of goals and objectives, and establishing an environment that is conducive and supportive of learning. Identifies high potential employees as part of agency succession plan. Works with Lead Staff to find appropriate training/development opportunities for staff.
Leadership Team	Responsible to the Health Officer with the charge to assure that educational programs for the benefit of all staff members are conducted internally. The committee duties include: <ul style="list-style-type: none"> <li>• Identifying training needs and updating the LCHD Training Plan</li> <li>• Provide guidance in arranging training</li> <li>• Monitoring and carrying out the Workforce Development Plan</li> </ul>
Program Lead Staff	Responsible to the Health Officer/Director and employees to ensure that individual and agency-based training initiatives are implemented. Works with employee to develop an individualized learning plan related to programs and supports the implementation of the plan.
All Employees	Ultimately responsible for their own learning and development. Work with Health Officer and Lead Program Staff to identify and engage in training and development opportunities that meet their individual as well as agency-based needs. Identify opportunities to apply new learning on the job.

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**Communication plan** The Workforce Development Plan will be communicated and disseminated to all staff members through the agency SHARE drive <O:\Share\Workforce Development\Policies and Plans\Plan Workforce Development>: When the plan is revised or edited, staff will be notified via email and the electronic document will be updated.

## Workforce Development Plan Goals and Objectives 2014-2015

Goal	Objectives	Target Audience	Resources	Responsible Party	Completion Date
Ensure that all new employee or employee with new assignments are properly trained	<ul style="list-style-type: none"> <li>Update Orientation Checklist Annually</li> </ul>	New Employee or staff with new assignment	Department Orientation Checklists	Health Officer and Program Leads	
Identify staff training needs and address barriers	<ul style="list-style-type: none"> <li>Provide training on workforce development plan updates</li> <li>Complete annual staff training needs assessment</li> <li>Develop annual training plan</li> <li>Create new training log</li> </ul>	All Staff	Workforce Development Plan	Leadership Team and Health Officer	-Assessment completed March 2015.
Improve staff's Personal Professional Development Plan	<ul style="list-style-type: none"> <li>Develop template</li> <li>Implement with all performance evaluations</li> </ul>	All Staff		Leadership Team and Health Officer	
Ensure licensure education requirements are met	<ul style="list-style-type: none"> <li>Develop a License, Certification and Qualification policy</li> </ul>	All Staff	Sample policies from other counties	Health Officer	
Complete annual staff core competencies self-assessment	<ul style="list-style-type: none"> <li>Complete Core Competency Assessment Tool</li> </ul>	All Staff	TRAIN online tool	Health Officer	-Assessment completed December 2014
Prioritize department-wide core competencies	<ul style="list-style-type: none"> <li>Select department's core competencies every other year (2016)</li> <li>Provide training on selected core competencies</li> </ul>	All Staff	-Council on Linkages. -ASTHO -TRAIN	Health Officer; all staff SHARE training opportunities	
Improve Board of Health's knowledge of	<ul style="list-style-type: none"> <li>Provide information on the workforce development plan's purpose and goals</li> </ul>	Board of Health	Workforce Development Plan	Health Officer	

workforce development goals, objectives, and framework.					
Increase staff's knowledge of core competencies	<ul style="list-style-type: none"> <li>• Complete staff job descriptions with competencies</li> <li>• Include Core Competencies in Professional Development Plan (to be created)</li> </ul>	All Staff	NACCHO -Council on Linkages -ASTHO	Health Officer	

Training Plan Goals and Objectives 2014-2015						
Goal	Objectives	Target Audience	Resources	Responsible Party	Completion Date	Competency Addressed
Orientation all new staff or staff with new assignments	<ul style="list-style-type: none"> <li>• Introduction to agency programs and services and policies and procedures</li> <li>• Orientation to public health</li> </ul>	All New Staff	<ul style="list-style-type: none"> <li>• Orientation Policy and Procedure</li> <li>• Orientation Checklists</li> </ul>	Health Officer and Program Leads		Aspects of all 8 domains
HIPPA/Confidentiality	<ul style="list-style-type: none"> <li>• Mandatory training on patient confidentiality.</li> </ul>	All Staff	<ul style="list-style-type: none"> <li>• Agency Policies and Procedures</li> <li>• County Insurance provider</li> </ul>	Health Officer		Policy Development  Leadership and Systems Thinking
Civil Rights	<ul style="list-style-type: none"> <li>• Review of Civil Rights law</li> <li>• Review of policy and procedures</li> <li>• Review of data collection</li> </ul>	All staff	<ul style="list-style-type: none"> <li>• Agency Policies and Procedures</li> <li>• Wisconsin Department of Health</li> </ul>	Health Officer		Cultural Competency Skills
Complete all required policy training	<ul style="list-style-type: none"> <li>• Staff will received annual training on department policies.</li> </ul>	All staff	<ul style="list-style-type: none"> <li>• Agency Policy and</li> </ul>	Health Officer and staff that		Policy Development

	<ul style="list-style-type: none"> <li>Staff will sign off that they reviewed department policies as updated or created</li> </ul>		Procedures	wrote the policy		
Complete county safety training	<ul style="list-style-type: none"> <li>Staff will complete training in Chemical Hazards, Respiratory Protection and Emergency Response at work</li> <li>Training for staff on home visits and inspections</li> </ul>	All Staff	<ul style="list-style-type: none"> <li>County Insurance Company</li> </ul>	County Administration		Public Health Science
Skill testing and recertification	<p>Staff Submit current skill test results, licenses and certifications to director</p> <ul style="list-style-type: none"> <li>Water Analysis</li> <li>Immunizations</li> <li>TB Skin Testing</li> <li>Inspection Standardizations</li> <li>CPR and AED</li> <li>Car Seat</li> <li>Respiratory Fit Testing</li> </ul>	Staff as Required	<ul style="list-style-type: none"> <li>Policy and procedures</li> <li>Standards and guidelines</li> </ul>	Lead Program Staff, Health Officer	-Water Analysis Completed March 2015 by Meghan, Tammi, Ed and Shelley.	<p>Public Health Science</p> <p>Policy Development and Program Planning Skills</p>
Establish a culture of quality within the department	<ul style="list-style-type: none"> <li>Staff will participate in 4 quality improvement trainings annually</li> <li>Staff will complete at least two QI project</li> </ul>	All Staff		QI Leadership Team	-March 2015 Customer Satisfaction -April 2015 Which tool to use?	Policy Development/ Program Planning Skills
Establish a performance management system	<ul style="list-style-type: none"> <li>Program leads will receive training on developing a performance management system</li> </ul>	Program Leads		QI Leadership Team		Leadership and System Thinking Skills
Increase knowledge in Public Health Law	<ul style="list-style-type: none"> <li>Review and describe public health law related to field of public health</li> <li>Identify resources available to assist with public health law questions</li> </ul>	<p>Communicable Disease Team</p> <p>Environmental Health Team</p>		Health Officer	-Communicable Disease Staff Statute Review March 10	Policy Development and Program Planning
Further develop management's	<ul style="list-style-type: none"> <li>Management will attend on leadership training annually</li> </ul>	Health Officer	<ul style="list-style-type: none"> <li>Fred Preyor</li> <li>WPHA</li> </ul>	Health Officer	February 10 -	Leadership and System Thinking

leadership skills			<ul style="list-style-type: none"> <li>• WALHDAB</li> <li>• NACCHO</li> </ul>			Skills
Develop a department of Cultural Competencies/Health Equity	<ul style="list-style-type: none"> <li>• Increase understanding of cultural competencies and health in equity</li> <li>• Define cultural competency</li> <li>• Provide a framework</li> <li>• Provide tools to address clients/family's needs</li> </ul>	All Staff		Health Officer, Public Health Educator, Family Health Services Lead Staff		Cultural Competency Skills
Health Literacy	<ul style="list-style-type: none"> <li>• Staff will receive an update on health literacy - tools and techniques</li> </ul>	All Staff	<ul style="list-style-type: none"> <li>• NACCHO</li> <li>• WI Health Literacy Council</li> </ul>	Health Officer, Public Health Educator		Cultural Competency Skills  Communication Skills
Complete all MCH grant required training	<ul style="list-style-type: none"> <li>• Complete MCH core competencies trainings               <ul style="list-style-type: none"> <li>- Use data to identify issues related to the health status</li> <li>- Assess the effectiveness of an existing program</li> <li>- Demonstrate a working understanding of preconception health and risk/protective factors</li> </ul> </li> </ul>	Family Health Services Staff	<ul style="list-style-type: none"> <li>• Wisconsin Department of Health MCH website</li> </ul>	Family Health Services Lead Staff		
Immunization Update	<ul style="list-style-type: none"> <li>• Increase in knowledge of current immunizations</li> </ul>	Public Health Nursing Staff – Support Staff as needed	<ul style="list-style-type: none"> <li>• CDC</li> <li>• Wisconsin Department of Health</li> </ul>	Lead Program Staff		Public Health Science
Complete all required Public Health Preparedness Capabilities Training	<ul style="list-style-type: none"> <li>• Complete all required ICS and NIMS training according to requirements</li> </ul>	All Staff	<ul style="list-style-type: none"> <li>• FEMA</li> </ul>	Public Health Educator		Aspects of all 8 domains

Increase Time Management Skills	<ul style="list-style-type: none"> <li>• Improve staff's time management skills</li> </ul>	All Staff	<ul style="list-style-type: none"> <li>• UW Extension</li> </ul>	All Staff		
Increase Program Evaluation Skills	<ul style="list-style-type: none"> <li>• Increase staff's knowledge and skills to conduct program evaluation</li> </ul>	Lead Program Staff	<ul style="list-style-type: none"> <li>• NACCHO</li> </ul>	Public Health Educator		Policy Development and Program Planning Skills
Increase Marketing Skills	<ul style="list-style-type: none"> <li>• Increase staff's skills and knowledge in marketing public health</li> </ul>	Lead Program Staff	<ul style="list-style-type: none"> <li>• NACCHO</li> </ul>	Public Health Educator		Policy Development and Program Planning Skills  Communication Skills



# Evaluation and Tracking

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**Introduction** Evaluation of training will provide by Lincoln County Health Department with useful feedback regarding its efforts, including content, delivery, vendor preferences, and training effectiveness. Accurate evaluation tracking is necessary, particularly for professional continuing education documentation and quality improvement purposes. This section describes how evaluation and tracking of training will be conducted.

**Evaluation** LCHD will evaluate internal and external trainings using several methods contingent upon the type of training and the training provider. Survey, evaluations and feedback regarding the courses will be used to measure success of the trainings. LCHD will monitor trainings using an evaluation process based on the Kirkpatrick Model. Participants will be asked about their initial reaction to the training surveyed to measure changed in knowledge, skills, and attitudes, and will be monitored on the job to see if the skills have transferred from the training to their work. The Health Department has adopted a standard evaluation form that must be filled out after attending a training or if conducting training the form must be completed by participants. See Attachment F Training Evaluation Form Long and G Training Evaluation Form Short. Evaluations will be shared with trainers and a summary will be placed on file with the Health Officer/Director.

Kirkpatrick Model provides trainers for evaluation methods that can be used for staff trainings. This levels are as follows:  
Level 1 – Reaction (Participant “feedback” Survey)  
Level 2 – Learning (Pre/Post Test)  
Level 3 – Behavior (Changes in implementation of programs)  
Level 4 – Results (Contribute to the agency’s bottom line)

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**Tracking** All staff training will be tracked including conference name, dates, presenter, and location, core competency under each employee’s training transcript in TRAIN at <https://wi.train.org>. This training record will be submitted to the director at the time of the employee’s annual performance evaluation. In 2015, the department will review using TRAIN and consider using a new log created and placed on the SHARE drive.

For training sponsored by Lincoln County Health Department, a training agenda with objectives, and core competencies met will be developed by the presenter along with a staff sign-in sheet at the time of the training. This information will be forwarded to the Director for recordkeeping.

Staff is encouraged to keep all certificates of training in a staff folder in their office. This can be kept electronically. All ICS training certificates should be submitted to the Director to be placed in the employee personnel file. Orientation Training Checklists that are completed will also be submitted to the director to be placed in the employee’s personnel file.

Personal Professional Development Plan will be completed and reviewed during employee’s annual performance evaluation this will be new in 2015.

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# Conclusion / Other Considerations

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**Other agency documents and plans**

In addition to this Workforce Development Plan, the LCHD has developed related documents including a standard operating guideline for new employee orientation, strategic plan that supports workforce development and the County personnel policy manual that provides policies to support workforce development.

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**Review of plan**

The Workforce Development Plan will be reviewed by staff annually at the agency’s all staff meeting. Progress towards goals and objectives will be done during staff performance evaluations. Revisions will be done as needed. The Health Officer/Director will be responsible for maintaining the plan.

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**Workforce Development Resources**

See Appendix F. Workforce Development Resources

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### Record of Changes

All changes to this plan should first be approved by either the Health Officer / Director or by the Leaders Group.

Date	Description of Change	Page #	Made By:	Rational