San Diego County Local Health Department's Approach to Public Health Workforce Development

CDC PHIG Reverse Site Visit San Diego, CA

Wilma J. Wooten, M.D., MPH I Jo-Ann Julien, B.A., M.Ed.
Public Health Services
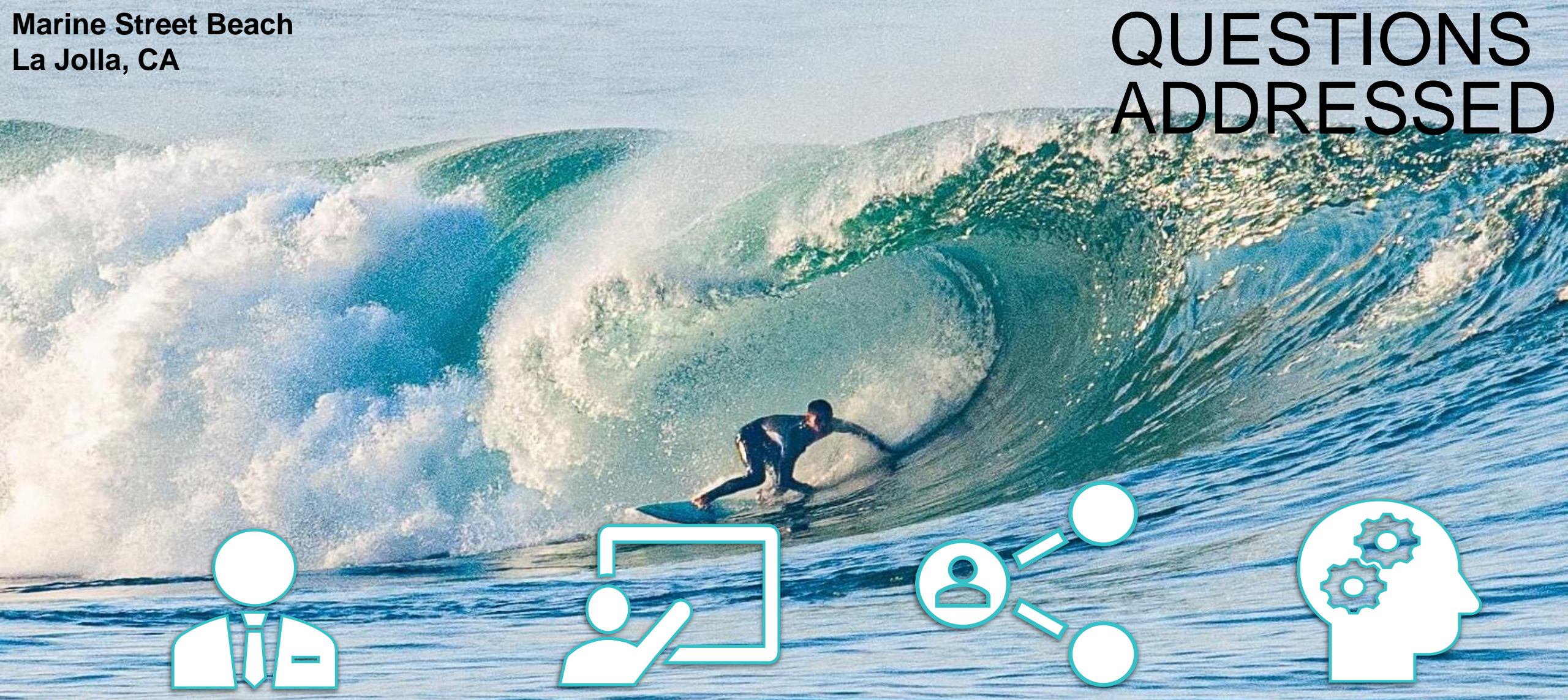County of San Diego Health and Human Services Agency
May 7, 2024

**Del Mar Beach
Del Mar, CA**

Marine Street Beach
La Jolla, CA

QUESTIONS ADDRESSED

1. What is our approach to workforce development?

2. What is our approach to training?

3. How are we addressing key workforce issues?

4. What are some lessons learned?

LET'S NETWORK AND CONNECT!

La Jolla, CA

- Workforce Directors
- Evaluators
- Principal Investigators
- Program Managers
- Data Specialists
- Other PHIG Grant Staff
- CDC Staff
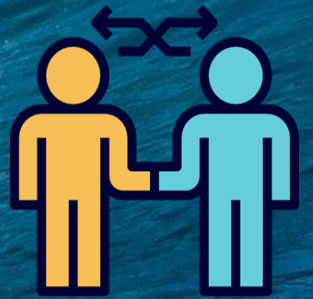- National Partners, NNPHI, and Event Organizers
- All Others

TWO WAYS TO HEAR FROM YOU!

1

2

When poll is active respond at

PollEv.com /publichealthservicesadministration450

INTERACTIVE QUESTION (Word Cloud):

In **ONE** word, what is the most important **competency, knowledge, skill or ability** needed to be successful in a public health department right now?

When poll is active respond at

PollEv.com /publichealthservicesadministration450

Oceanside Pier
Oceanside, CA

INTERACTIVE QUESTION:

Thinking about the competencies, knowledge, skills and abilities needed in your health department, from 0-100, with 100 being fully skilled, how would you rate your public health department?

When poll is active respond at

PollEv.com
/publichealthservicesadministration450

Moonlight Beach, Encinitas, CA

1. What is our approach to **Workforce Development**?

6 KEY COMPONENTS

1. Employee Engagement (2008)

2. Leadership Development (2008)

3. Health Equity and Implicit Bias (2008, 2018, 2021)

4. Customer Service (2013-14)

5. Trauma-Informed Services (2014) and Wellness (2022)

6. Diversity and Inclusion (2015)

Spanish Village, Balboa Park, San Diego, CA

1. Employee Engagement

Spanish Village,
Balboa Park,
San Diego, CA

1. Employee Engagement

TIMELINE
2007: PHO Introduced Gallup Strengths

COUNTY OF SAN DIEGO
Health and Human Services Agency

LIVE WELL
SAN DIEGO

- Discussed **Leadership Development books** at PHS Sr. Managers Meetings.
- Began distributing books to PHS to employees, as they were identified.

- HHSA developed **"Great Leadership Academy'** to focus on **Gallup training.**
- Training proved to all HHSA managers.

- HHSA Executive Leadership obtained 2-day training at Gallup Center in Irvine, CA.
- Strengths included in Performance Evaluations.

2008-2016

2010

2012

2008

2009

2011

2023

2008
- Issued adapted Employee Engagement **survey** (**Annua**l).
- Used survey results to develop an **annual impact plans** by each PHS branch.

2009
- PHS developed **Strength Committee** with champions from each branch.
- This committee would drive the conversation at Sr. Managers Meetings
- Staff encouraged to **post strengths** at their desks.

2011
- Strength-based Leadership introduced with review of the four **domains structure.**
- **PHS staff asked to generate team domains and post.**

2023
- Refined process for all staff to receive Strength books after completing the PHS new Employee Orientation Program (NEWP).

- **17 years** of strength-based management.
- **16 years** of Employee Engagement survey results (only 1 year missed due to COVID-19).
- With many new employees and restarting Strengths Committee, will begin review of books at upcoming Sr. Managers Meeting in FY24/25.

1. First Break All the Rules

2. Clifton Strengths-Finder

3. Strength-Based Leadership

4. Well Being (LWSD Indicators)

- *Staff are given books after their new employee welcome program (NEWP) orientation.*
- *Complete the Gallup questionnaire to identify top 5 strengths.*

1. Employee Engagement (2008)

- 2008 launched annual **Gallup's Strengths Finder "Employee Engagement"** <u>survey</u> that includes questions such as:
  - I know what is expected of me?
  - Do I have the tools to do what is expected of me?
  - My supervisor or someone at work seems to care about me?
  - The mission/purpose of the organization makes me feel my job is important?

- PHS actions taken to advance Employee Engagement:
  - In addition to **books**, **Strengths Committee**, monthly **trainings**, and annual **impact plans** (based on employee engagement survey results)...
  - Discussion **booklet** entitled *Individual Conversations: Three Conversations that Matter*.
    1. **Know the Employees Strengths**
    2. **Build Engagement and Collaboration**
    3. **Drive Performance**

- **2020 and 2022 County** issued **Employee Engagement** <u>surveys</u>
  - Results analyzed and a PHS Departmental Action Plans was developed based on one low scoring question: ***"Was my workload reasonable?"***

Paradise Point Mission Beach San Diego, CA

INDIVIDUAL CONVERSATIONS
THREE CONVERSATIONS THAT MATTER

FOR TEAM MEMBER

TALENTS AND STRENGTHS (TOP FIVE CLIFTON STRENGTHSFINDER THEMES)

GALLUP

4 DOMAINS OF LEADERSHIP STRENGTHS

Executing	Influencing	Relationship Building	Strategic Thinking
Make things happen	**Sell ideas to others**	**Gel people together & create synergy**	**Use info to make better decisions**
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connectedness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

PHS LEVERAGES EMPLOYEE ENGAGEMENT TO:

1. Employee Engagement (2008)

**Windansea Beach
La Jolla, CA**

- Create clear expectations
- Make sure staff have the resources needed to do their jobs effectively
- Promote accountability
- Build collaboration, enthusiasm and commitment
- Identify barriers to engagement and performance
- 'Read the room' on key workforce issues at the branch level
- Foster social cohesion and belonging
- Develop our leaders
- Build our teams
- Ensure staff are being developed
- Maximize employee contributions based on natural talent themes
- Develop talent

2. Leadership Development
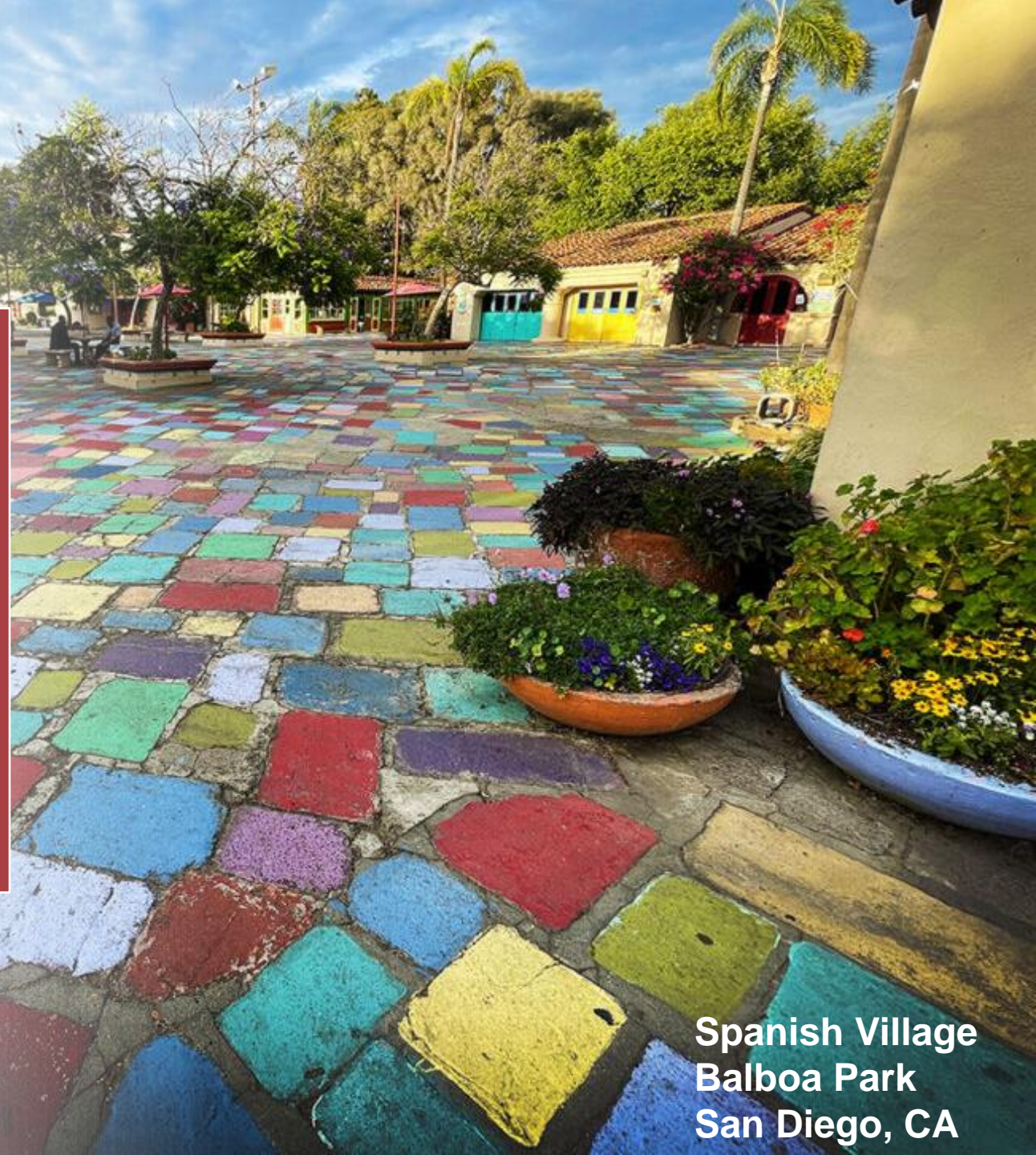
Spanish Village
Balboa Park
San Diego, CA

- PHS issued 1st **Leadership Development Survey** using **County Leadership Model.**

- **Trainers were identified to include** County Knowledge Center & Regional Training Center.
- Consultant met monthly for up to 3 hours with PH Leaders to deliver tailored trainings.

- **Deep Dive into DiSC® Assessments** completed by PH Leaders
- PHS Branches were encouraged to collaborate with consultant to **address conflict resolutions** issues identified within branches.
- Issued 2nd **Leadership Development Survey.**

- **CREATED POLICY: Each branch to complete *Gallup, DISC, and Insights* Assessments, with consultations.**

2014

2019

2021

2023

2008 - 2016

- PHS distributed and discussed the following **leadership books**: *Good to Great, Five Dysfunctions of a Team, & Speed of Trust, and others.*

2018

- Held **focus groups** with **Public Health Leadership Committee** to identify training needs to interact with City municipalities (Kresge Grant)
- Identified topic (e.g., organizational and political acumen, communication/ interpersonal skills, conflict resolution, boundary spanning).
- **Developed Training Plan.**

2020

- Conducted **DiSC® Assessments** *DICS=Four personality styles: Drive, Influence, Support, and Clarity.*

2022

- **PHS expanded contract with Regional Training Center to work with multiple FIVE consultants to develop leadership skills and resilience in the PHS workforce.**
- Conducted **Insight Discovery ® Leadership Development** Assessment.

2024

- 3rd Leadership Development Survey issued (May)
- HHSA Agency HR coordinated 360s for Executives.

- **GOOD TO GREAT**
- **THE FIVE DYSFUNCTIONS OF A TEAM**
- **THE ADVANTAGE**
- **SPEED OF TRUST**
- **EMOTIONAL INTELLIGENCE**
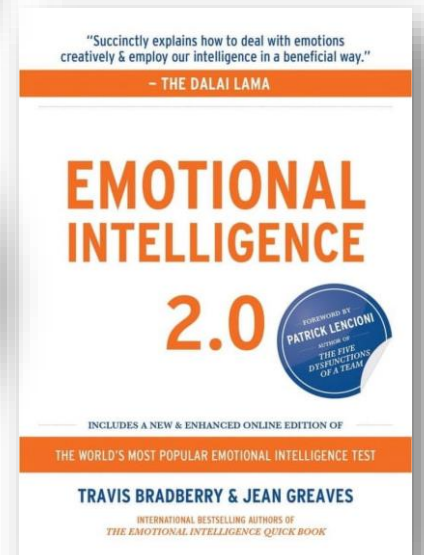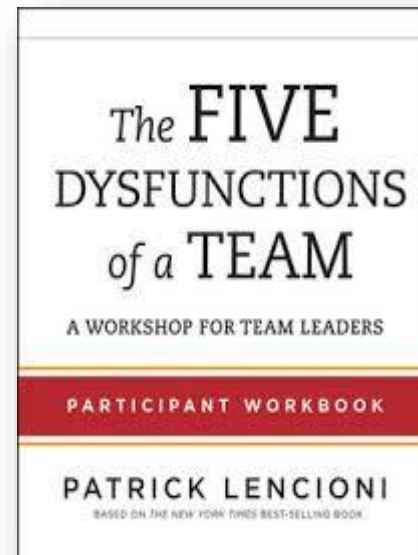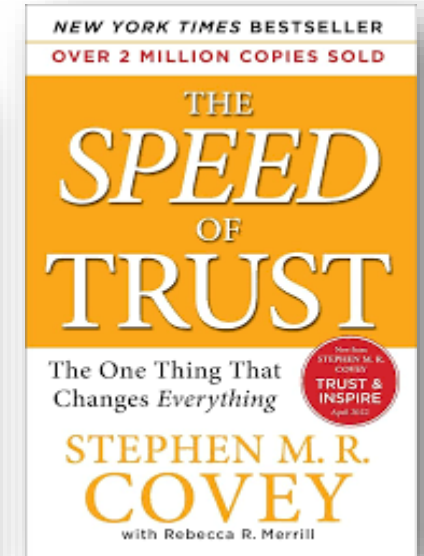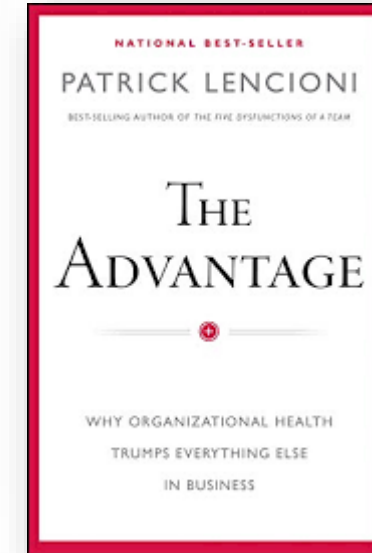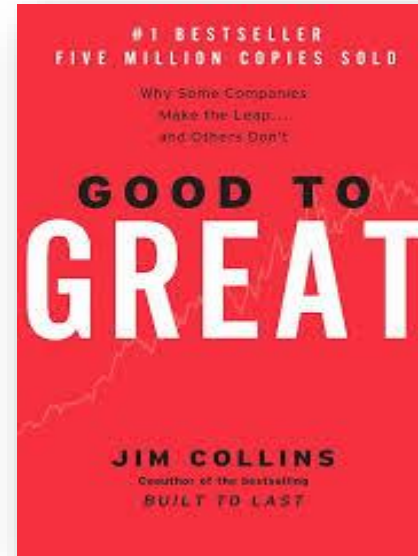
2. Leadership Development

5 REGIONAL TRAINING CENTER CONSULTANTS TO SUPPORT PUBLIC HEALTH LEADERS

Reggie Caldwell

Implicit Bias / Racial Equity

Mike Gray

Leadership Development Training and Coaching

Karen Sutherland

Insights Evaluator Assessment, Team Building and Employee Engagement Focus Groups and Leadership Development

Mark Otto

Strengths Based Management, Coaching, Training, and Leadership Development

Xavier Lee

Coaching and Consulting to address compassion fatigue, stress management and mindfulness practices

Balboa Park San Diego, CA

Team Development Policy

Each Branch Completes Three Assessments:

1. **Gallup -** Measures employee engagement. [Gallup's Q12 Employee Engagement Survey – Gallup](#)

2. **DISC -** Classifies how you interact in terms of four personality styles: Drive, Influence, Support, and Clarity. A simple yet powerful way to unlock your strengths and help your team work better together. [What is the DiSC assessment? - DiSC Profile](#)

3. **Insights Discovery -** A color model that help people understand their style, strengths and value. [Insights Discovery® - Our official flagship product and foundation.](#)
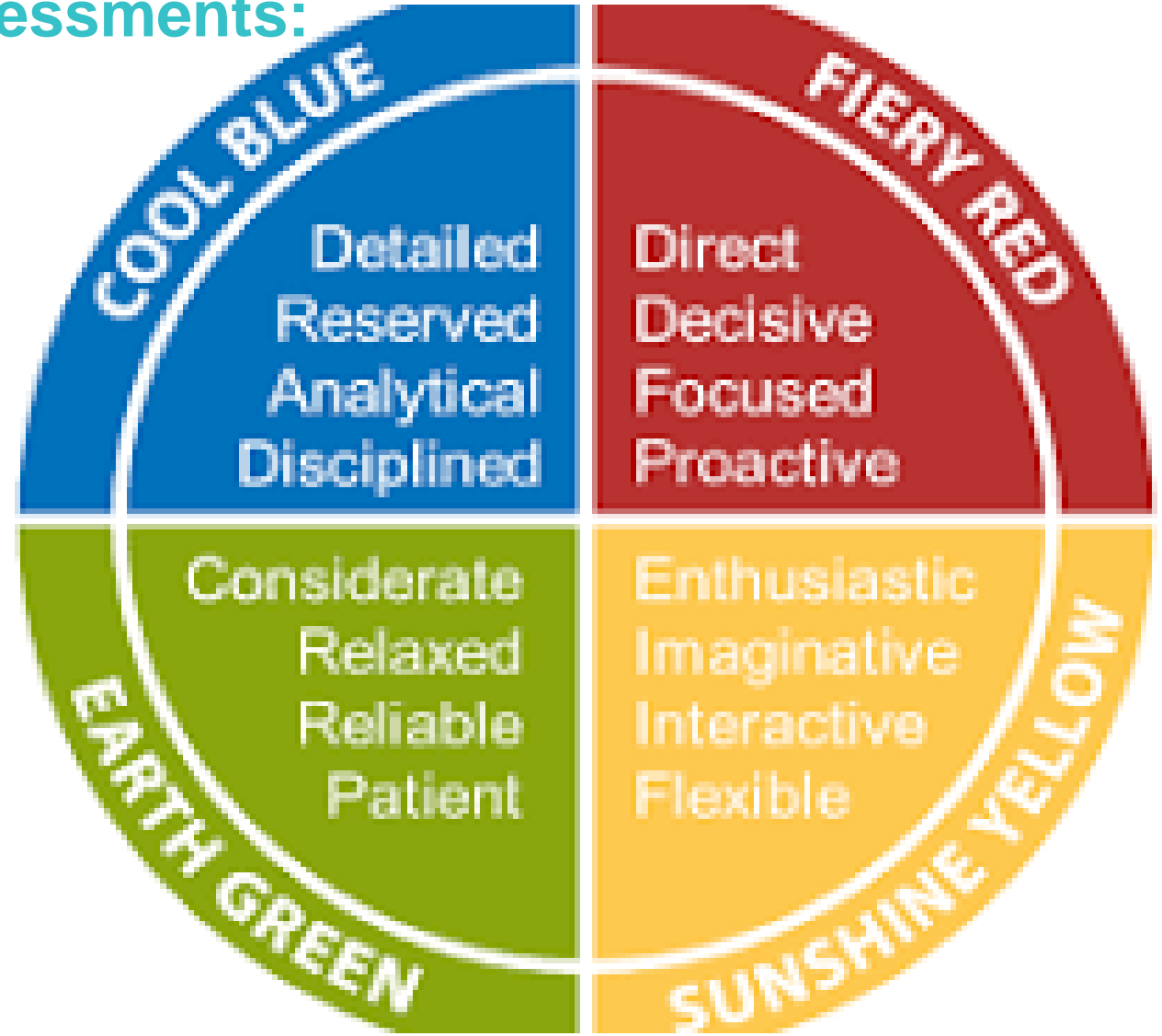
3. Health Equity and Implicit Bias

Spanish Village
Balboa Park
San Diego, CA

TIMELINE: HEALTH EQUITY

PHS launched *Reduce and Eliminate Health Disparities with Information* (REHDI) initiative.

2001

HHSA made Health Equity a priority and established the Chronic Disease and Health Equity Unit.

2008

Dr. Wooten developed the Health Equity **Framework** for CCLHO.

2010

1st **BARHII Survey** for staff on Health Equity and Cultural Competency.

2012

- **Office of Health Equity** created.
- HE Plan and policy published.
- Health Equity **Committee** formed.
- Began developing Public Health 101 series, including Health Equity 101.

2015

- Branch Health Equity **Workshops** hosted (2016).
- Health Equity 101 was mandatory training for all staff (2017-18); last make-up session held fall (2019).
- 2nd **BARHII Survey** for staff on Health Equity and Cultural Competency (2018).
- Developed Health Equity Tool for Programs and Health Equity Tool for Individuals (2018).

2016 - 2018

- Added branch HE goals to PHS Strategic Plan (2019).
- July 1, 2021, 2nd **Health Equity Plan** published.
- The **County** of San Diego established the Office of Equity and Racial Justice.

2019 - 2021

- Launched PHS HE website.
- Equity, Diversity and Inclusion Team (HR) issued **Critical Conversations Toolkit** for supervisors and Management. HR presented at SDPHS senior staff meeting.

2022

Public Health 101 series including **Health Equity 101** was updated and reissued to new staff.

2022 - 2023

- 3rd PHS **Health Equity Plan** published.
- In process of updating, **HE Tool** for Programs and HE Tool for Individuals.
- BARHII surveys.

2023-2024

HEALTH EQUITY TOOL FOR PROGRAMS

Developed in response to staff asking: "What can I do to advance health equity in my program?"

Health Equity Tool: Program
Public Health Programs through the Health Equity Lens

Office of Health Equity Public Health Services | 11/2/18 | For Discussion
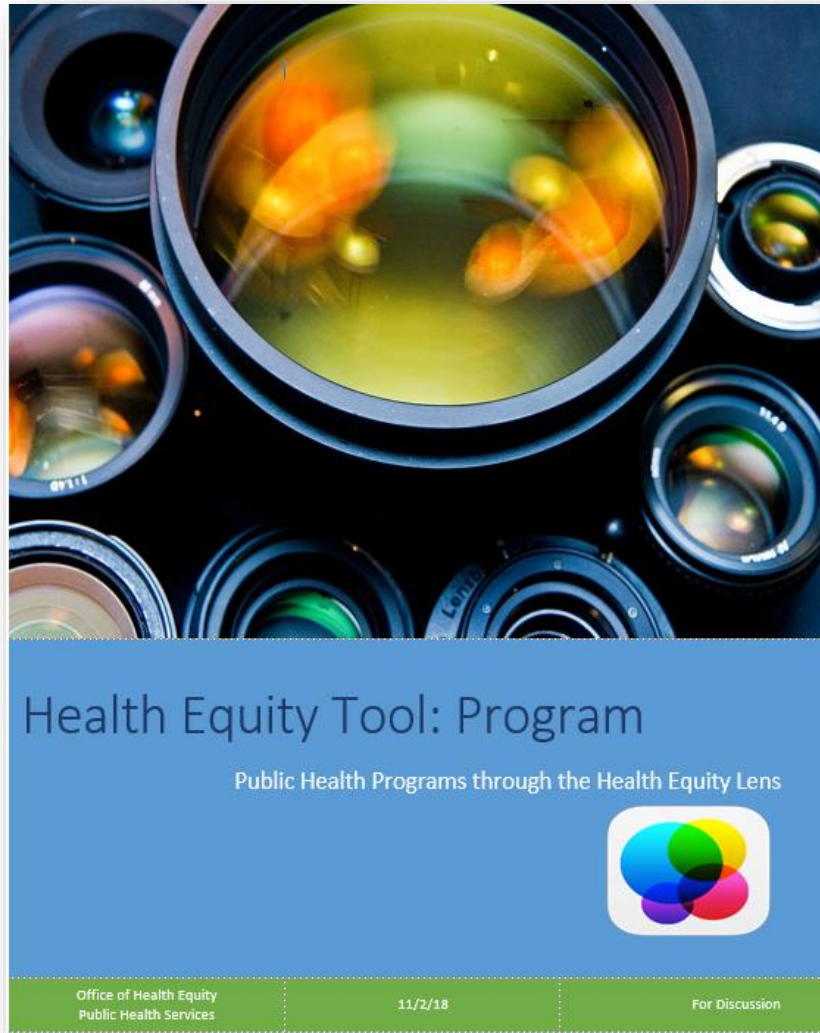
1. Referrals and Collaboration
2. Customer Service
3. Partnerships
4. Climate Change (Resiliency/Adaptation)
5. Trauma-informed (Resiliency Promotion)
6. Diversity and Inclusion (D&I)
7. Workforce Development
8. Communication
9. Data
10. Policies and Procedures, & Plans
11. Research
12. Contracts

Health Equity Tool: Individual

Individual-Level Contributions to Health Equity

Office of Health Equity
Public Health Services   9/24/18   For Discussion

"What I Can Do" Activity (See activity sheet)

We Can Do It, Too! · We Can Do It! · We Can Do It! · We Can Do it!

Take Action

"To know and not to do is not to know yet." Stephen R. Covey
"I hear and I forget. I see and I remember. I do and I understand." Confucius
"Knowing is not enough, we must apply. Willing is not enough, we must do." Goethe

Increase Knowledge

Education is the most effective means of preventing intolerance. *UNESCO
"Not to know is bad. Not to wish to know is worse." African proverb
"Real knowledge is to know the extent of one's ignorance." Confucius

Enhance Interpersonal Communication and Compassion

"Love and compassion are necessities not luxuries. Without them, humanity cannot survive." Dalai Lama
"I would like my life to be a statement of love and compassion and where it is not, that's where my work lies." Ram Das
"Never worry about the numbers. Help one person at a time and always help the person nearest you." Mother Teresa

TIMELINE: IMPLICIT BIAS

2018

Legislation required PHS to implement implicit bias training.

2020

- PHS staff invited to participate in a series of **listening sessions** hosted by the Employee Resource Group Council.
- Implemented **implicit bias training** for all PHS staff (Modules 1-3).

2021

On January 12, 2021, the County of San Diego Board of Supervisors declared racism a public health crisis.

2021 - 2024

- PHS provided implicit bias/racial equity training to staff by a consultant (Modules 1-5).
- Consultant provided in-depth consultation to branches specific to their needs regarding implicit bias.

2022 - 2024

- Equity, Diversity and Inclusion Team (HR) issued **Critical Conversations Toolkit** for supervisors and Management.
- HR presented at SDPHS senior staff meeting.

INTERACTIVE QUESTION:

What do you believe is your greatest workforce **challenge** within your local health department?

Report out by Region: East/Northeast, West, Mid-West, and South

INTERACTIVE QUESTION:

If the **retention** rate in public health departments remained low (e.g., average of 18 months) for the next 5 years, what would health departments need to do differently to adjust and/or accommodate?

3 min
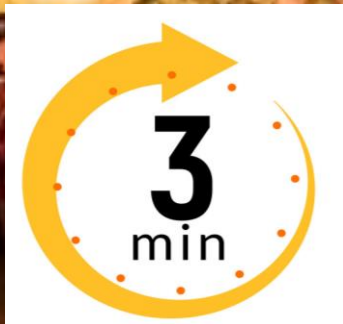
Old Town
San Diego, CA

4. Customer Service
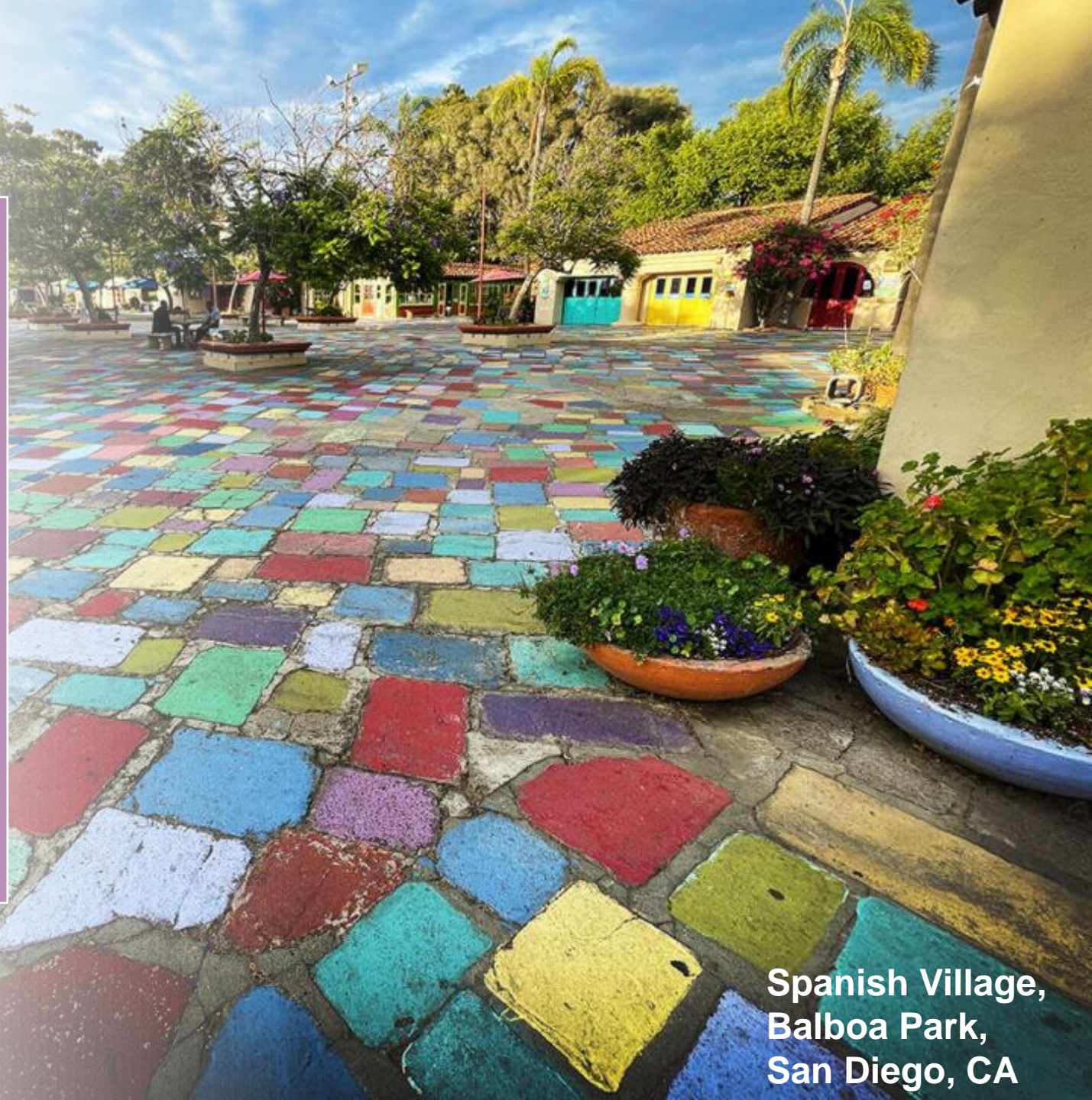
Spanish Village,
Balboa Park,
San Diego, CA

TIMELINE: CUSTOMER SERVICE

H = Helpfulness
E = Expertise
A = Attentiveness
R = Respectfulness
T = Timeliness

2016 - 2017

- Through this effort PHS developed a set of Knowledge, Skills, Abilities and Behaviors (**KSABs**) of excellent customer service and trauma-informed services.
- Customer service efforts focused on both internal and external.
- Branches developed impact plans.

2022 - 2024

- Customer Service Journey Presentation (reset).
- Coordination of Customer Service Survey.
- Branch Impact Plans.
- New Staff required to take 4 hours of customer service and cultural responsiveness training.

2013 - 2014

- The County launched a Customer Service H.E.A.R.T. effort.
- PHS began hosting quarterly meetings of a working group, and developed an annual work plan including **survey**, **training** and the development of **customer service skills.**

2017 - 2018

- Admin Clerical staff received training on skills including customer service, trauma-informed services, diversity and inclusion and health equity.

- All PHS staff were required to take **4 hours** each of customer service and cultural competency training (2017-18).

21 Key Customer Service Skills and how to develop them

Resources   Training   Promotional   Summit Materials   Surveys   Recognition

5. Trauma-Informed Services and Wellness

Spanish Village,
Balboa Park,
San Diego, CA

TIMELINE: TRAUMA-INFORMED AND WELLNESS

COUNTY OF SAN DIEGO
Health and Human Services Agency

LIVE WELL SAN DIEGO

COMPASSIONATE LEADERSHIP
THROUGH A
TRAUMA-INFORMED LENS

CONVERSATION TOOLKIT

The Knowledge Center HHSA

HS H.E.A.R.T. Team
the Trauma-Informed
to its charter and its
l work plan included both
mer Service and Trauma-
ed.

2016

A consultant did a walk-through review of common areas of our main building, clinics and medical therapy units and made recommendations for how to make the facilities optimally trauma-informed.

2016

TISI team collaborated on a mandatory **training** for all HHSA staff called *Growing Resiliency within a Trauma Informed Lens.*

2017 - 2018

- *Compassionate Leadership through a Trauma-Informed Lens* **issued,** and HR presented at a senior staff meeting to launch.
- PHS created a self care program for staff (6 psychologists to provide services to staff.

2022

 action
ormed

2016

Branches began developing **impact plans** for trauma-informed services
PHS required all PHS staff to complete the 8-hour Mental Health First Aid.

2018 - 2019

100% of HHSA staff, including PHS, were required to complete 8 hours of **Mental Health First Aid** Training.

2022 - 2024

- U.S. **Surgeon General Report** on Health Care and Public Health Worker Mental Health Promoted (2022).
- Self-Care Seminar Series (2022-24).

SELF-CARE SEMINAR SERIES
JUNE – DEC 2022

PHS leveraged contract with Anthem to coordinate monthly seminars. OWD select topics, coordinated with Anthem and trainers, provided PHS specific context prior to the sessions, booked and promoted the sessions.

- Embracing Happiness 6/21/22
- **Compassion Fatigue** 6/22/22
- Love and Love Part 2 7/19/22
- Overcoming **Burnout** 7/20/22
- Political Anxiety 8/16/22
- Managing Fear and Anxiety 8/17/22
- Dealing with Mental Health Issues 9/20/22
- Grief: Losing our pre-COVID-19 Lives 9/21/22
- Practical Tips for Returning to the Office 10/18/22
- Restarting our Personal Lives 10/19/22
- Identity Theft Protection and Self-Help 11/15/22

Coronado Bridge, Coronado, CA

SELF-CARE SEMINAR SERIES
FEB 2023 – JUNE 2024

FY 22-23
- Fresh Start 2/7/23
- Disrupting Negative Thoughts 2/24/23
- Thinking Traps 3/14/23
- Dealing with Challenging People 4/18/23
- Workplace Trauma for Managers 5/16/23
- Motivating and Energizing Employees 6/13/23

FY 23-24
- *Making Meetings Effective 1/9/24
- *Performance Management 2/1/24
- *Managing Priorities to Maximize Your Day 3/7/24
- *Overcoming Burnout 3/28/24
- *Collaborative Communication 4/18/24
- *Components for Great Communication 5/2/24
- *Practical Productivity 6/6/24

*Responsive to Employee Engagement Focus Groups

**Mission San Luis Rey
Oceanside, CA**

PROMOTED THE U.S. SURGEON GENERAL'S WEBSITE AND REPORT

- Showing support for **mental health** is important to workers.
- According to an American Psychological Association 2022 Work and Well-Being Survey, the majority (81%) of respondents said that employers support for mental health will be an important consideration when they look for work in the future.
- As the U.S. Surgeon General, Vivek Murthy, states in the 2022 report on Workplace Mental Health & Well-Being: "Revitalizing our workplaces to support mental health and well-being is how we can turn a moment of crisis into a moment of progress."
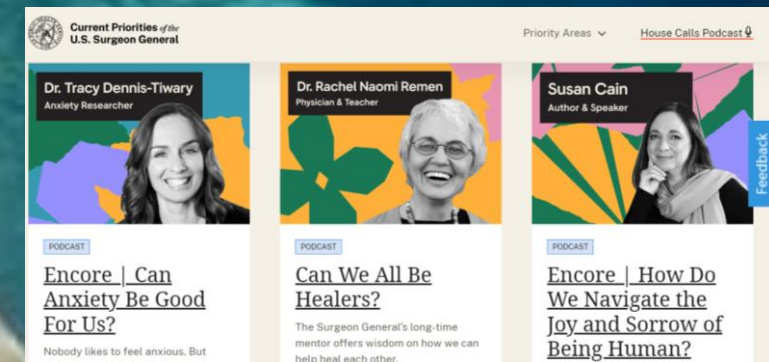
U.S. Surgeon General's Report on Workplace Mental Health & Well-Being (2022)

San Diego Zoo
San Diego, CA

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.

5. Trauma-Informed Services and Wellness

U.S. Surgeon General's Report on Workplace Mental Health & Well-Being (2022)

Flower Fields Carlsbad, CA

WORKPLACES AS ENGINES OF WELL-BEING

Components

Diversity, Equity, Inclusion & Accessibility

Office *of the* U.S. Surgeon General

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

U.S. Surgeon General's Report on Workplace Mental Health & Well-Being (2022)

INTERACTIVE QUESTION:

How close is your workplace to being an "engine of **well-being**," per the U.S. Surgeon General?

When poll is active respond at

PollEv.com
/publichealthservicesadministration450

La Jolla Beach
La Jolla, CA

6. Diversity and Inclusion
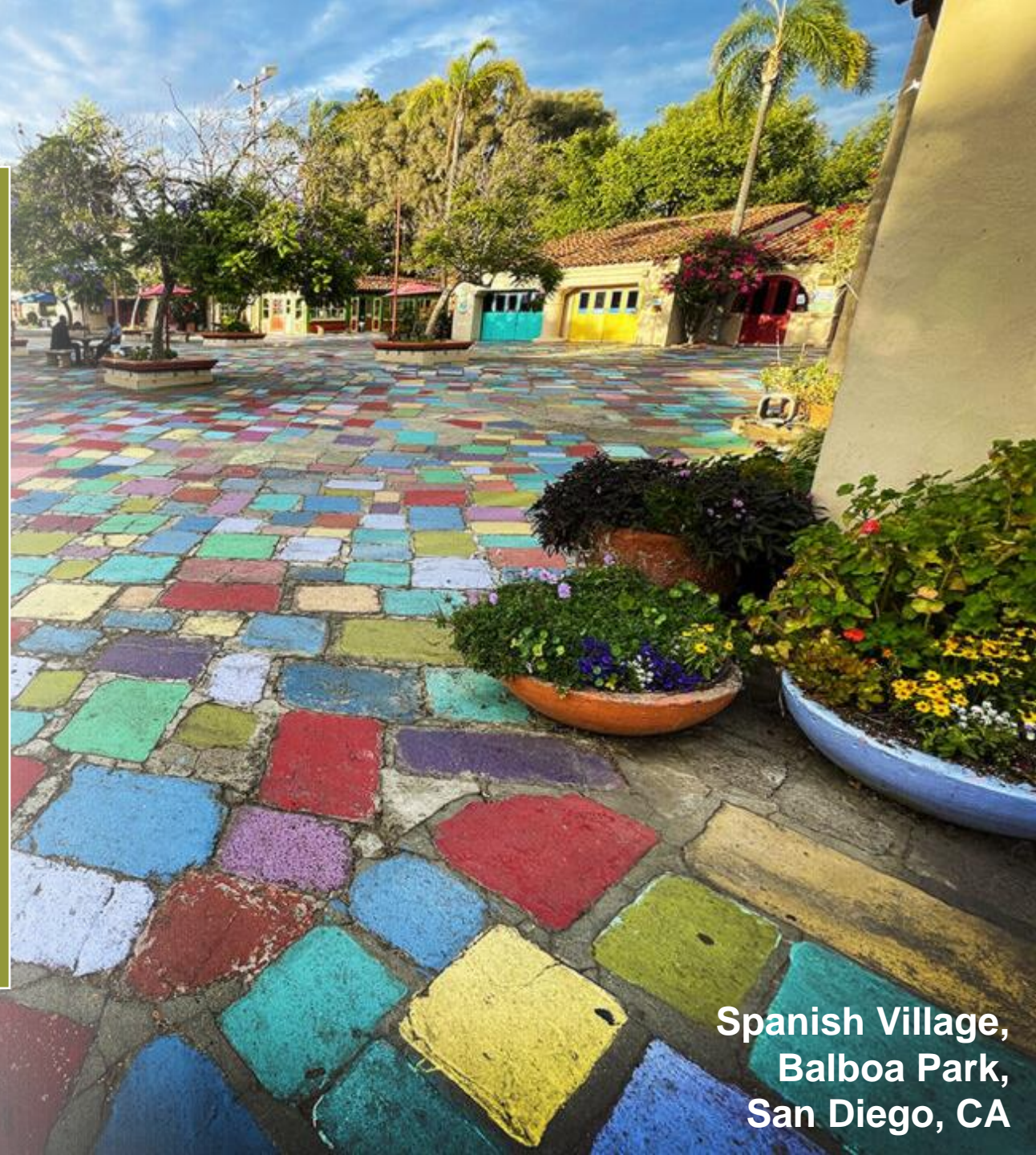
Spanish Village,
Balboa Park,
San Diego, CA

TIMELINE: D & I

County, HHSA, and PHS launched D & I efforts including **strategic plan**, training, resources and working groups. Co-hosted a **launch event** for both D & I and Health Equity with Employee Resource Groups

2015

PHS implements the County's D & I Strategic Plan, participates on the HHSA D & I Transformation Team (est. 2018) and threads D & I into HE Working Group Charter and plans. Makes D & I Strat Plan and 2-pager **mandatory reading** for senior staff (plan) and all staff (2-pager)

2015 - 2023

PHS issued a Belonging and Inclusion Checklist

2018 - 2019

- Belonging and Inclusion Checklist was revised and reissued
- Added research and academic developments in public health to the social and cultural fliers (2022)

2022 - 2023

County established the Justice, Equity, Diversity and Inclusion (JEDI) Team

2023 - 2024

2016 - 2023

PHS branches develop and implement Diversity and Inclusion **Impact Plans**

2015 - 2024

- PHS staff receive training on health equity and Diversity and Inclusion bi-monthly at Health Equity Working Group meetings
- Office of Health Equity began cultural and social observance **fliers** (2017)

2022 (Fall)

EDI Team issued **Critical Conversations Toolkit** for supervisors and Management. HR presented at PHS senior staff meeting

COUNTY OF SAN DIEGO
DIVERSITY & INCLUSION

EIGHT YEARS OF CULTURAL AND SOCIAL OBSERVANCES

COUNTY OF SAN DIEGO — Health and Human Services Agency

LIVE WELL SAN DIEGO

PURPOSE

- To foster **workforce development**, training, health equity, diversity and inclusion, customer service, and trauma-informed services;

- Advance practice of inclusion and belonging, increase cultural responsiveness to the communities we serve;

- Ensure PHS staff are informed of some of the recent **academic developments** in the field of public health, as it relates to the selected cultural or social topic; and

- Connect cultural and social observances to public health.

International Day for the Elimination of Violence against Women: November 25

Photo Source: UN Women

On November 25, 1960, the Mirabal sisters were brutally assassinated because of their identity as women and activists. Their only crime was having fought for their rights against the Dominican dictator, Rafael Trujillo (1930-1961). In 1993, the United Nations (UN) General Assembly adopted Resolution 48/104 for the Elimination of Violence Against Women which defines this type of violence as *"any act of gender-based violence that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life."* In 1999, the General Assembly proclaimed November 25 as the International Day for the Elimination of Violence Against Women. The 16 days between November 25 and December 10, which is International Human Rights Day, are known as the 16 Days of Activism against Gender-Based Violence Campaign which is a time to galvanize action to end violence against women and girls around the globe. Source: International Day for the Elimination of Violence

"At a time when the world is facing an unprecedented health, economic and social crisis, we must not forget that the COVID-19 pandemic is superimposed on a "shadow pandemic", that of violence against girls and women."

-Audrey Azoulay, Director-General of the United Nations Educational, Scientific and Cultural Organization (UNESCO)

Source: International Day for the Elimination of Violence against Women UNESCO

UNiTE by 2030 to End Violence against Women campaign (UNiTE) is a multi-year effort aimed at preventing and eliminating violence against women and girls (VAWG) around the world. UNiTE, managed by UN Women, calls on governments, civil society, women's organizations, young people, the private sector, the media, and the entire UN system to join forces in addressing the global pandemic of violence against women and girls.

UN WOMEN

Resources:
- Orange the World Campaign #OrangeTheWorld #25Nov #IDEVAW
- UN Women Virtual Knowledge Center to End Violence against Women and Girls
- UN Women 10 Ways to Take Action to End Violence Against Women
- National Domestic Violence Hotline
- Futures Without Violence
- Violence Against Women Act (VAWA) of 1994
- San Diego Domestic Violence Council

REV: 11/8/22

Recent Research Publications on Ending Violence against Women:
- Experiences of Women Accessing Violence Against Women Outreach Services in Canada During the COVID-19 Pandemic: a Brief Report (2022).
- Intimate partner violence against women with intellectual disability: A relational framework for inclusive, trauma-informed social services (2022).
- Ending Intimate Partner Violence (IPV) and Locating Men at Stake: An Ecological Approach (2019).

Preventing and responding to violence against women is a matter of human rights, gender equity, and a **public health priority**. In every country and culture, more action is needed to ensure all women live lives free of violence and coercion. Health professionals, including public health workers, can be the first professionals that women may disclose violence to, and therefore the health sector has a critical role to play (e.g., making referrals for sevices, 2-1-1).

A future without violence against women is possible with education, essential services across policing, justice, health, and social sectors, and sufficient financing dedicated to women's rights. Source: International Day for the Elimination of Violence

Photo Source: UN Women

Public Health & Ending Gender-Based Violence (GBV):
- World Health Organization: Strengthening health sector response to gender-based violence in humanitarian emergencies & Gender based violence is a public health issue: using a health systems approach
- Centers for Disease Control and Prevention (CDC): Intimate Partner Violence Prevention & CDC Training Helps Healthcare Providers Respond to Gender-Based Violence
- United Nations: Make the prevention and redress of VAWG a key part of national response plans for COVID-19
- California Department of Public Health (CDPH) Injury and Violence Prevention Branch

Photo Source: UN Women

REV: 11/8/22

Public Health Services
Inclusion and Belonging Checklist

This checklist was developed with input from all seven branches of Public Health Services based on an icebreaker exercise where all staff were asked the questions: "What does respect and inclusion in the workplace mean to you? How do you know when you are being respected in the workplace?" Feedback gathered from the seven PHS branch All-Staff meetings.

☐ Was I my underline authentic self today (while still being professional)?

Being honest, real, genuine, comfortable sharing information about myself, courageous, self-aware & transparent.

☐ Did I actively try to practice successful two-way communication today?

Active listening, asking others for their opinions, acknowledging others, waiting for others to complete their thoughts (e.g., raising hand on Teams/Zoom).

☐ Did I try to include others in my professional and social circle, making sure not to be clickish?

Building bridges, welcoming others, acknowledging strengths and contributions, inviting people to lunch, seeing who may be left out and remedying the situation, respecting people of all positions, bringing everyone into the conversation during meetings.

☐ Did I get through the day without judging others, including myself.

Being patient and practicing compassion & self-compassion, making room for various point of view, assuming the best of everyone in every situation, not judging people who have different values from myself and recognizing my own biases.

☐ Did I demonstrate openness to learning about other's differences, struggles, or successes?

Being curious and interested in others around me, asking them about who they are while demonstrating a genuine interest in the answers and a willingness to be transparent in return sharing information, showing trust in the person and the relationship, and showing that I care on a personal level.

☐ Did I show respect for the people today?

Making eye contact, taking people seriously, apologizing, acknowledging another's presence, requests, or emails (regardless of their rank and title), going to people directly, giving full attention, refraining from talking behind people's backs, not acting entitled or above another, speaking quietly outside people's offices, muting myself on Teams, trusting others and giving them autonomy.

☐ Did I actively foster a sense of belonging for others today?

Making sure everyone feels welcome and safe, that everyone has a chance to express themselves and feels comfortable bring their whole self to work, encouraging others to be seen and heard, looking for other ways to encourage a sense of belonging in the workplace (especially to new staff).

☐ Did I try to make others feel supported and appreciated today?

Asking how others are doing, providing positive feedback when others have done a good job, expressing gratitude, celebrating important milestones, offering work flexibility when needed, and giving help if asked.

INTERACTIVE QUESTION
(Word Cloud):

In ONE word, what do you see on the **horizon** in the next 3-5 years for your health department?

When poll is active respond at

PollEv.com
/publichealthservicesadministration450

2. What is our approach to **Training**?
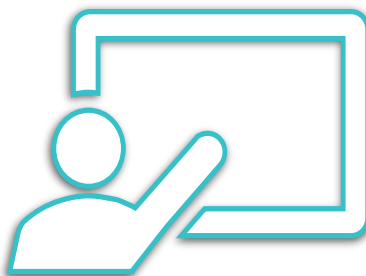
4-STEP PROCESS: IDENTIFYING WORKFORCE TRAINING PRIORITIES

1 Assess Needs

2 Develop Goals

3 Implement Training Plan

4 Evaluate Effectiveness

Approach - BWF

Flower Fields
Carlsbad, CA

SURVEYS

SURVEYS

1. Employee Engagement: PHS (2008, then annually) and County (2022, then every 2 years)

2. **Bay Area Regional Health Inequities Initiative (BARHII) Internal** (2012, 2018, 2024)

3. Customer Service (2014)

4. County Leadership Model Domains (2014, 2021, 2024)

5. Core Competencies for Public Health Professionals (2017, 2021, 2024)

6. PH WINS (2017, 2021, 2024)

7. Health Equity Organizational Self-Assessment (2022)

8. QI NACCHO SAT Survey - QI Culture (2023)

COUNTY OF SAN DIEGO LEADERSHIP DEVELOPMENT MODEL

Initiative	Results Orientation	Interpersonal Relationships	Problem Solving	Development of Others	Organizational Acumen
Stimulates and actively initiates change in the organization	Sets and achieves challenging goals for department/unit	Superior influence and persuasion skills	Anticipates future consequences and trends accurately; applies knowledge appropriately	Mentors and coaches managers, peers, and leaders	Maintains a global perspective in all activities and decisions
Anticipates and prepares for opportunities not obvious to others	Commits self and others to improve performance and reach challenging goals	Carefully adapts message to others	Integrates data from many sources before drawing conclusions and taking action	Candidly addresses and confronts performance issues	Demonstrates an understanding of multiple stakeholder needs
Actively seeks opportunities to improve status quo	Persists over time in the face of obstacles; tenacious	Consensus builder	Carefully considers implications and impact of decisions across time and on others	Recognizes strengths and weaknesses of others and how to best manage them	Can negotiate well; settle differences and maintain relationships
Is motivated to perform above the expectations of the position	Recovers quickly from setbacks	Helps others learn interpersonal skills	Capitalizes on opportunities and manages risks	Deals with performance issues in a timely manner	Builds and supports mutually beneficial relationships with other organizations, associations, and community contacts
Volunteers and demonstrates initiative to take on new assignments	Demonstrates desire to improve self	Relates to a wide range of styles and personalities	Supports the big picture; not "turfy"	Mentors and coaches direct reports	Views political process as necessary and useful
Pursues innovation which results in sustained organizational change	Sets and achieves challenging goals for self	Demonstrates strong teamwork and collaboration skills	Understands multiple perspectives, agendas, goals, etc.	Holds others accountable; sets high standards; makes self available to others; takes a personal interest in staff	Looks beyond department boundaries when making decisions
Seeks opportunities for continuous learning and development	Follows through on commitments	Seeks to understand perspectives and needs of others	Anticipates problems and roadblocks	Provides enough autonomy and freedom for others to succeed	Networks with relevant parties inside and outside the organization
Gives extra effort when not required to do so	Seeks feedback and corrects course	Establishes rapport easily	Formulates objectives and priorities and implements plans consistent with the long term interest of the organization	Fair; even-handed	Recognizes others' agendas
	Remains optimistic and persistent even under adversity	Builds trusting relationships	Considers impact of actions on other people and departments	Praises; recognizes others	Sensitive to political dynamics inside and outside the organization
	Takes pride in accomplishments	Easy to approach and talk to	Well-organized; plans and prepares in a thorough fashion	Encourages and motivates others to do their best	
	Works towards standards of excellence	Treats others with dignity and respect	Thinks globally in problem solving and plan development		
	Goal-oriented				
	Deals effectively with pressure				

EM / UM / CM (vertical axis labels)

Core Threshold Competencies Essential to all Leadership Roles

Customer Service Orientation | Department-specific Functional Skill & Technical Knowledge | Flexibility/Adaptability | Self-Confidence | Knowledge Worker

Core Organizational Values Guiding all our Work at the County of San Diego

INTEGRITY: Dedicated to the highest ethical standards
STEWARDSHIP: Ensure responsible stewardship of all that is entrusted to us
COMMITMENT: Committed to excellence in all that we do

COUNTY OF SAN DIEGO — Health and Human Services Agency
LIVE WELL SAN DIEGO

- PHS translated the County of San Diego **Leadership Development Model** into a survey in 2015.

- SDPHS also converted the **Core Competencies for Public Health Professionals** into a survey.

Balboa Park
San Diego, CA

CORE COMPETENCIES FOR PUBLIC HEALTH PROFESSIONALS
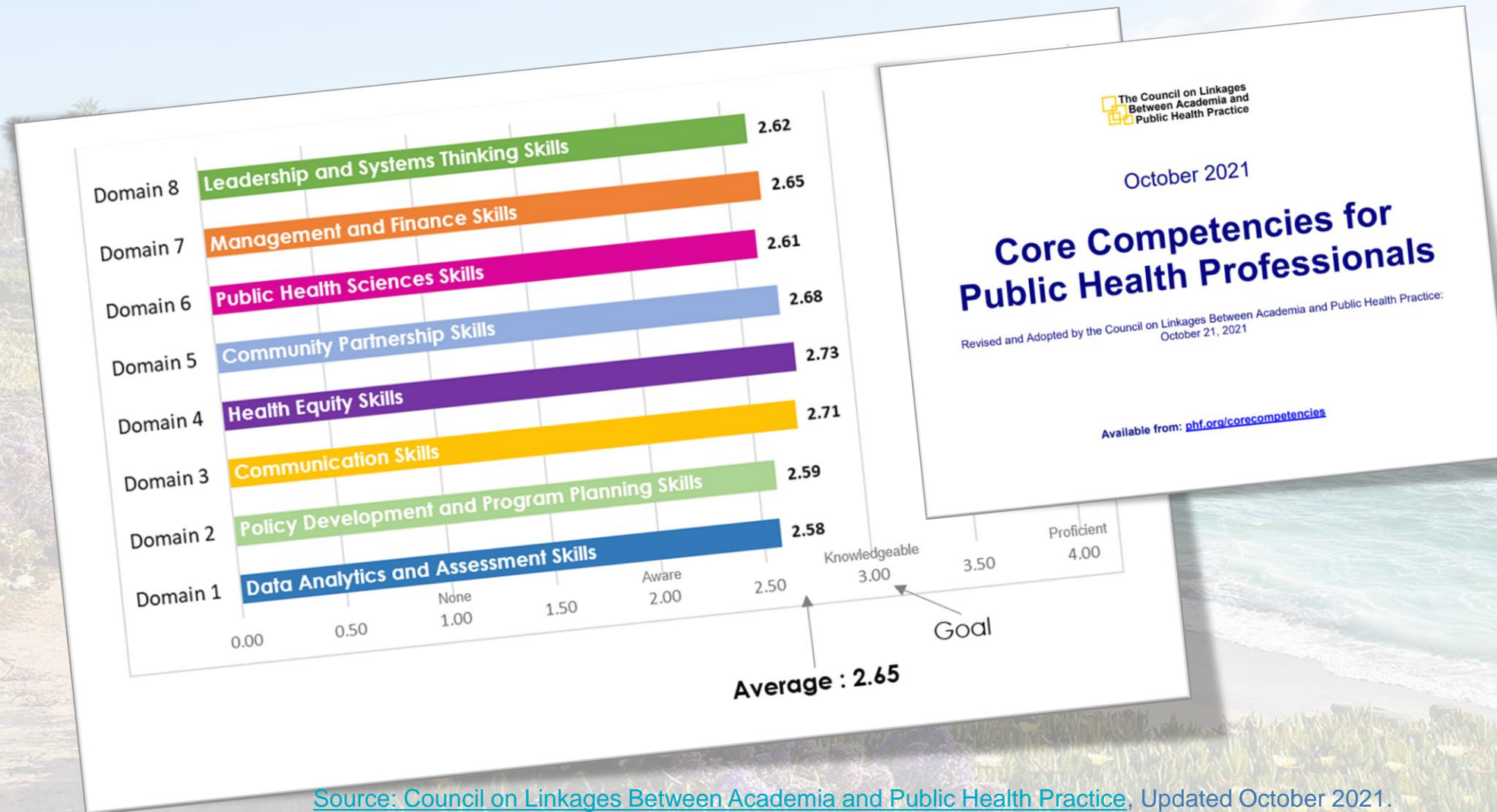
Source: Council on Linkages Between Academia and Public Health Practice, Updated October 2021.

CLASSIFICATIONS

Tier 1 (*Frontline*)

- OA, Admin Sec I/II
- Analysts I/II
- Communicable Disease Investigators
- Epidemiologists I/II
- Health Information/Promotion Specialists
- Medical Record Technicians

Tier 2 (*Middle Management*)

- Analysts III
- Sr. Epidemiologists
- Sr. CDIs
- Nurses (PHNs, RNs, CNPs)
- Health Program Specialists

Tier 3 (*Executives*)

- Administrative Managers
- Physicians
- Chiefs

**Boat Houses
Encinitas, CA**

The Council on Linkages Between Academia and Public Health Practice

October 2021

Core Competencies for Public Health Professionals

Revised and Adopted by the Council on Linkages Between Academia and Public Health Practice:
October 21, 2021

Available from: phf.org/corecompetencies

Council on Linkages Between Academia and Public Health Practice.

PHS Surveys

FY 2023-2024

	Survey	When	Frequency	Who Administers	Respondents	Approved date and by whom	Comments
1	Customer Service H.E.A.R.T. Survey	January - March 2024 (Year long in signature block)	Annual	OHECC	Internal and External	Approved for County Enterprise. Occurs annually, same questions.	Last done: Feb-March 2023; Departments encouraged to run the survey throughout the year.
2	PHS Employee Engagement/Gallup Survey	Issued Jan17 and closed Mar 5	Annual	CHSU	PHS Permanent Staff		Last done: Feb.- April 2023.
3	BARHII Survey (Internal)	May 2024	2 years	CHSU	PHS Permanent Staff	Must be approved by HHSA HR Director.	Last done: 2012, 2018.
4	Organizational Equity Assessment Survey	May 2024	2 years	OERJ	PHS Permanent Staff	Approved for Jan 2023 survey.	Re-administering after trainings completed. Previously done Jan 2023.
5	Core Competencies for Public Health Professionals Survey	June 2024	2 years	CHSU	PHS Permanent Staff	Approved by HHSA HR Director.	Last done: Feb-March 2022.
6	PHS Leadership Survey	June 2024	2 years	CHSU	PHS Leadership	Approved by HHSA HR Director.	Last done: Feb-March 2022.
7	PH WINS 2024 Survey	September 2024	3 years	deBeaumont Foundation	PHS Permanent Staff	Heads up given to HHSA HR Director.	Last done 2014, 2017, 2021.
8	Employee Engagement (HHSA)	September 2024	2 years until 2032	COSD	PHS Permanent Staff		Last done: December 2018, December 2022

DEVELOP TRAINING GOALS

CORE TRAINING GOALS & OBJECTIVES: FY 23-24

GOAL #1: Conduct core trainings prioritized by PHS Leadership for Veteran staff (hired before   December 31, 2019).

OBJECTIVES:

1.1. By June 30, 2024, 100% of all identified permanent staff will complete **Public Health 101** Series training.

1.2. By June 30, 2024, 100% of all identified permanent staff will complete **NIMS/ICS FEMA** training.

1.3. By June 30, 2024, 100% of all identified permanent staff will complete **Health Literacy** training.

1.4. By June 30, 2024, 100% of all identified permanent staff will complete **Data Literacy** training.

1.5. By June 30, 2024, 100% of all identified permanent staff will complete **Outbreak Management** Under Incident Command System training

1.6. By June 30, 2024, 100% of all identified permanent staff will complete **Implicit Bias** training.

CORE TRAINING PHASES, FOCUS, AND TIMELINE

Phases		Training Focus	Timeline	Accreditation WFD Plan
Phase 0	✅	All permanent staffs.	FY 17/18 – 18/19	WFD Plan FY 17/18 – 18/19
Phase 1	✅	All permanent staffs.	FY 19/20 – 20/21	WFD Plan FY 19/20 – 20/21
Phase 2	✅	NEW STAFF: All new, permanent PHS staffs (those who were hired to PHS after December 31, 2019).	FY 22/23 (Q3 and Q4)	Link to current WFD Plan FY 21/22 – 22/23
Phase 3	⭐	**VETERAN STAFF MEMBERS:** ▪ **Permanent PHS staff members, who were working in the department prior to December 31, 2019.** ▪ **Permanent staff members that began as of July 1, 2023.** ▪ **Any permanent staff members who have not taken the trainings, ever, regardless of start date in PHS.**	**FY 23/24**	NEW WFD Plan: FY 23/24 – 24/25

GOAL #2: Conduct training identified and prioritized through PHS PH WINS assessment.

OBJECTIVES:

2.1. By September 2024, launch **change management** training.

2.2. By September 2024, launch **policy engagement** training.

2.3. By September 2024, launch **community engagement** training.

2.4. By October 2024, conduct **fiscal literacy** training.

GOAL #3: Conduct training identified and prioritized by PHS Branches for the public health professional workforce.

OBJECTIVES:

3.1. By June 30, 2024, an **Emergency Life Support** training will be developed for all Public Health Nurses for implementation in Fall 2024.

3.2. By June 30, 2024, all Epidemiology staff will have the **"R"** training.

3.3. By June 30, 2024, all CCS Occupation and Physical Therapy staff will complete **state required** trainings.
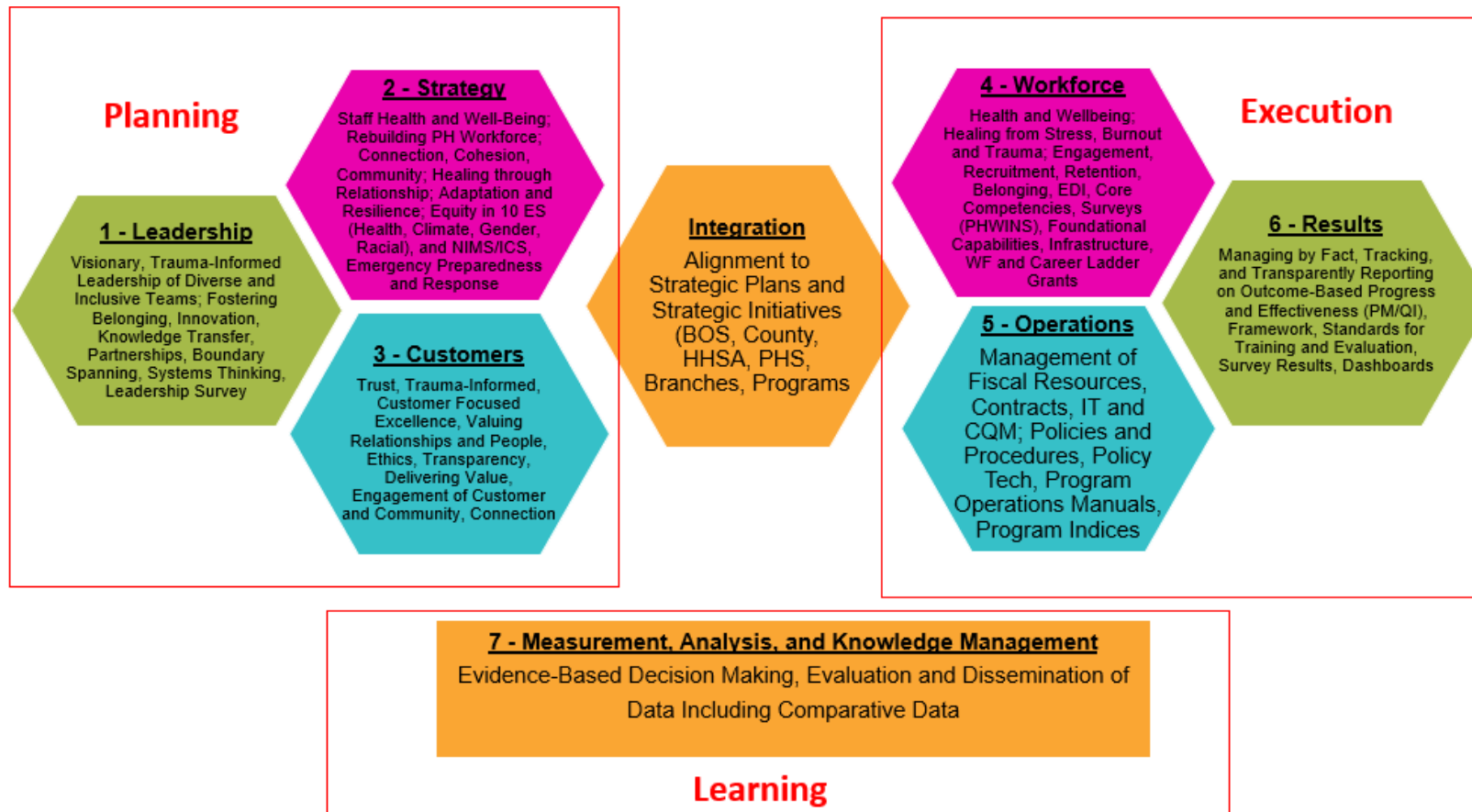
GOAL #4: Conduct training identified and prioritized by other sources.

OBJECTIVES:

4.1. By June 30, 2024, 100% of all identified staff will complete Brave Leadership and All of Us trainings (100% of select groups).

    4.1.1. BRAVE Leadership (Public Health Leaders and Admin Unit Leads)

    4.1.2.   All of Us (29 Senior Staff).
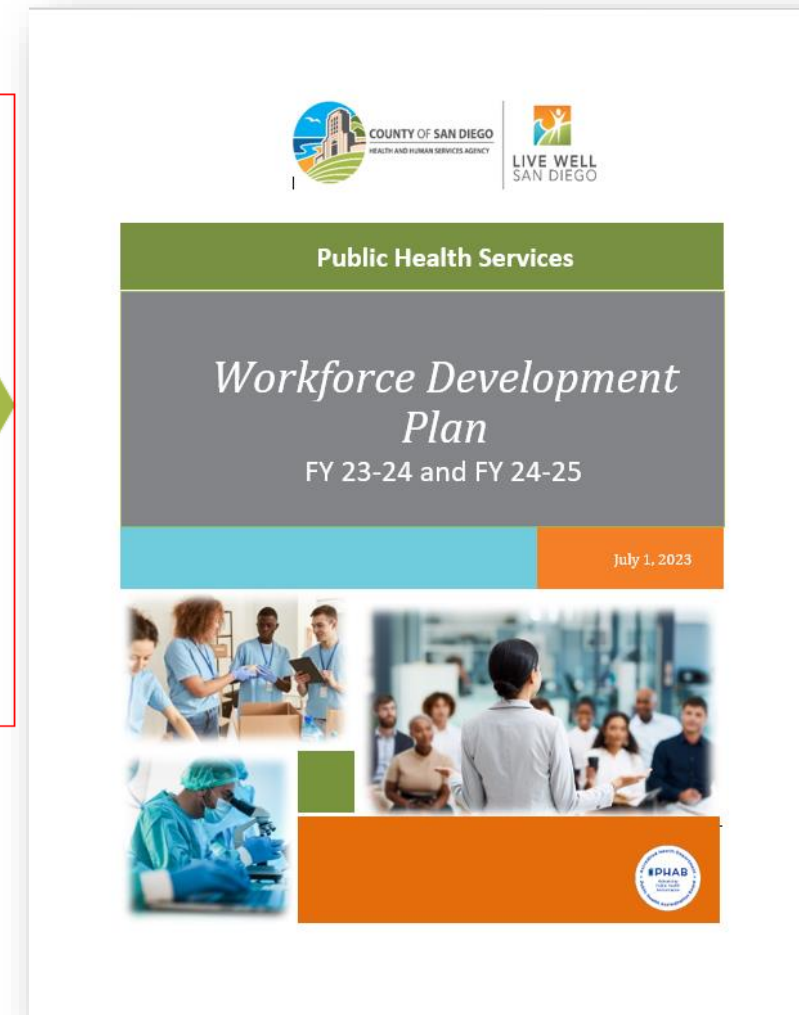
WORKFORCE DEVELOPMENT PLAN

Planning

1 - Leadership
Visionary, Trauma-Informed Leadership of Diverse and Inclusive Teams; Fostering Belonging, Innovation, Knowledge Transfer, Partnerships, Boundary Spanning, Systems Thinking, Leadership Survey

2 - Strategy
Staff Health and Well-Being; Rebuilding PH Workforce; Connection, Cohesion, Community; Healing through Relationship; Adaptation and Resilience; Equity in 10 ES (Health, Climate, Gender, Racial), and NIMS/ICS, Emergency Preparedness and Response

3 - Customers
Trust, Trauma-Informed, Customer Focused Excellence, Valuing Relationships and People, Ethics, Transparency, Delivering Value, Engagement of Customer and Community, Connection

Integration
Alignment to Strategic Plans and Strategic Initiatives (BOS, County, HHSA, PHS, Branches, Programs

Execution

4 - Workforce
Health and Wellbeing; Healing from Stress, Burnout and Trauma; Engagement, Recruitment; Retention, Belonging, EDI, Core Competencies, Surveys (PHWINS), Foundational Capabilities, Infrastructure, WF and Career Ladder Grants

5 - Operations
Management of Fiscal Resources, Contracts, IT and CQM; Policies and Procedures, Policy Tech, Program Operations Manuals, Program Indices

6 - Results
Managing by Fact, Tracking, and Transparently Reporting on Outcome-Based Progress and Effectiveness (PM/QI), Framework, Standards for Training and Evaluation, Survey Results, Dashboards

7 - Measurement, Analysis, and Knowledge Management
Evidence-Based Decision Making, Evaluation and Dissemination of Data Including Comparative Data

Learning

2-Year Workforce Development Plan:
Goals and Objectives are aligned to the Baldridge Model for Performance Excellence.

IMPLEMENT TRAINING PLAN

EXCITING TRAINING LINEUP FOR THIS YEAR!

CORE PH TRAININGS LINEUP

| Color Categories	Category Title	Associated Icon
Blue	**I. Workforce & Leadership Development:** BRAVE Leadership/All of Us: Trauma-Responsiveness	
Green	**II. Public Health 101 Series**: PH History, Concepts, Data, Heath Equity, and Climate Change	
Purple	**III. Literacy:** Health Literacy and Data Literacy (LMS)	
Yellow	**IV. Implicit Bias:** Racial Equity and Gender Affirming Care	
Red	**V. Disaster Preparedness:** Federal Emergency Management Agency (FEMA) Training, PHS Outbreak Management	FEMA
Orange	**VI. The Knowledge Center (TKC):** Cultural Responsiveness, Customer Service, and other required County trainings	

BRAVE (TIER 3) AND ALL OF US (29+ TIER 2): DEVELOPING TRAUMA-RESPONSIVE WORKPLACE CULTURE

NEW
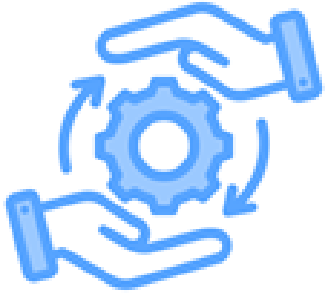
Lodestar Consulting, Executive Coaching, & Training (lodestarpc.com)

All of Us Option 1: State

All of Us Option 2: County - PHS (29 spots)

BRAVE Training Feb 28, 29 and Mar 1, 2024.

All of Us Training: Four Cohorts April – June 2024.

HEALTH LITERACY AND DATA LITERACY

Health Literacy

Data Literacy

Original trainings developed by staff and mandatory for all-staff. Health Literacy is a live Teams-based training and Data Literacy is an interactive online learning in the HHSA LMS.

IMPLICIT BIAS: RACIAL EQUITY AND GENDER AFFIRMING CARE

Implicit bias has been in place since 2020.
Gender affirming care training is new and rolled out Jan 2024 at branch all-staff meetings, recorded and uploaded to the HHSA LMS.
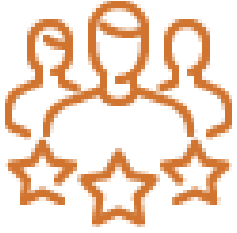
DISASTER PREPAREDNESS

FEMA

NIMS/ICS TRAINING

OUTBREAK MANAGEMENT TRAINING

Outbreak Management training is an original training developed and delivered by staff in response to need for supplemental training specific to public health emergencies.
All-Staff are required to take various levels of FEMA NIMS/ICS Training.
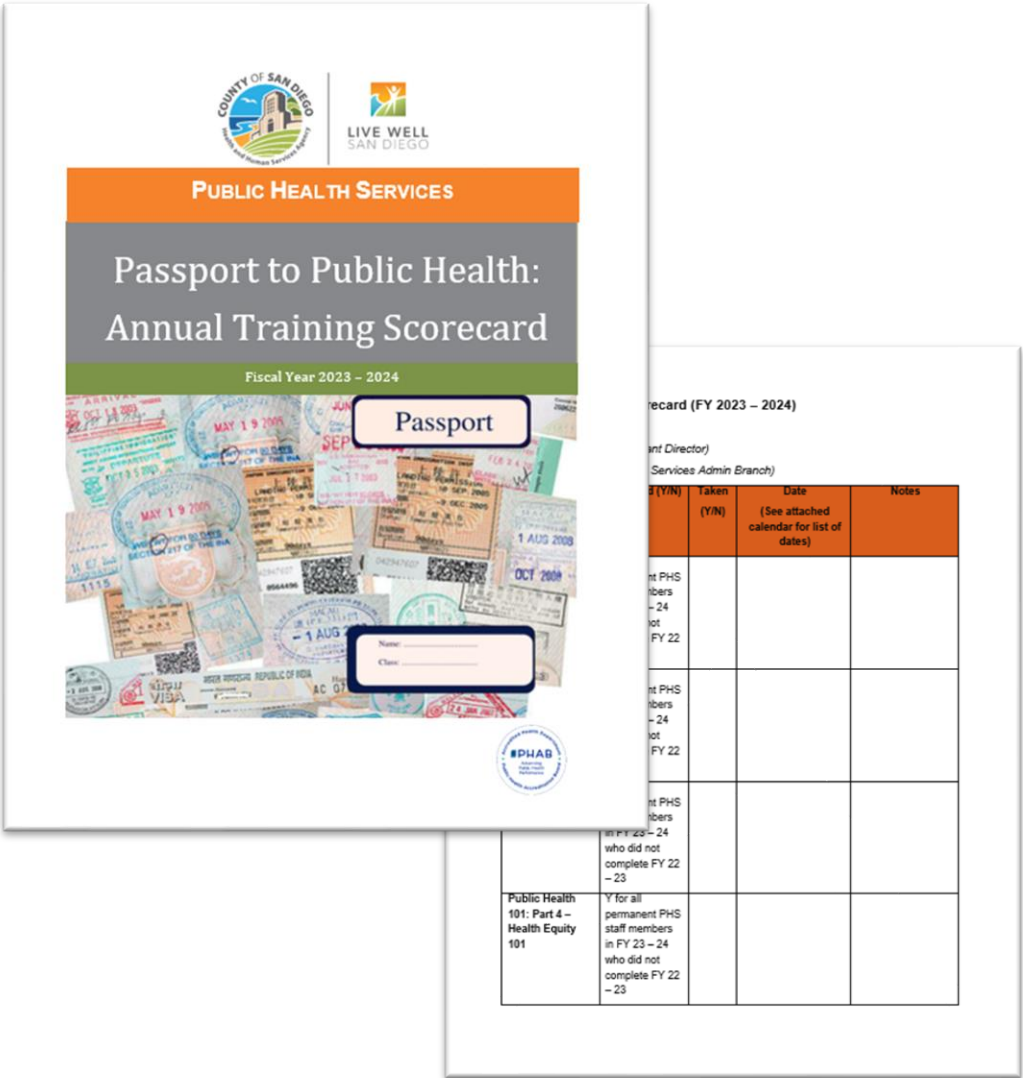
TKC TRAININGS

Customer Service

Cultural Responsiveness

Mandatory for all staff since 2017. Previously provided as in person, 4-hour trainings, these will now be offered by PHS in 2025.

PASSPORT TO PUBLIC HEALTH: ANNUAL TRAINING SCORECARD FY 2023 – 2024

Passport to Public Health: Annual Training Scorecard

This tool is designed to allow staff to track their own training, providing guidance to staff about the essential public health trainings required each fiscal year. This document is accompanied by a schedule of all trainings so staff can track the dates of the training offerings.

The new Passport and Schedule will be sent by email to all staff following the All-Staff meeting.

OTHER TRAININGS

THROUGHOUT FY 2023-24

- Office of Workforce Development communicates about other trainings offered from outside PHS.
- Such trainings may include those from:
  - CDC
  - CHEAC
  - CDPH
  - Western Region Public Health Training Center
  - Others

EVALUATE EFFECTIVENESS

CORE TRAINING PHASE 2: FY22-23

Phases		Training Focus	Timeline	Accreditation WFD Plan
Phase 0	✅	All permanent staffs.	FY 17/18 – 18/19	WFD Plan FY 17/18 – 18/19
Phase 1	✅	All permanent staffs.	FY 19/20 – 20/21	WFD Plan FY 19/20 – 20/21
Phase 2	✅	NEW STAFF: All new, permanent PHS staffs (those who were hired to PHS <u>after</u> December 31, 2019).	FY 22/23 (Q3 and Q4)	<u>Link</u> to current WFD Plan FY 21/22 – 22/23
Phase 3	✅	**VETERAN STAFF MEMBERS:** ▪ **Permanent PHS staff members, who were working in the department <u>prior</u> to December 31, 2019.** ▪ **Permanent staff members that began as of July 1, 2023.** ▪ **Any permanent staff members who have not taken the trainings, ever, regardless of start date in PHS.**	**FY 23/24**	NEW WFD Plan: FY 23/24 – 24/25

CORE TRAINING RESULTS: FY 22 – 23

New Staff (N = 328)

Public Health 101 (78%)

- Part 1: History: 68%
- Part 2: Concepts: 76%
- Part 3: Data: 75%
- Part 4: Health Equity: 81%
- Part 5: Climate Change: 88% ⭐

NIMS/ICS (FEMA) (58%)

- NIMS/ICS: 50.73% entered as of January 2024*

Customer Service and Cultural Responsiveness (72%)

- Customer Service: 67%
- Cultural Responsiveness: 76%

All Staff (N = 958)

Health and Data Literacy (80%)

- Health Literacy: 76%
- Data Literacy (LMS): 84%

Outbreak Management Under Incident Command System (79%)

- Part 1: 79%
- Part 2: 79%
- Part 3: 80%

Racial Equity (61%)

- Part 1: 57%
- Part 2: 68%
- Part 3: 63%
- Part 4: 60%
- Part 5: 57%

Veteran Staff
N = 521 (849-328)

Public Health 101 (100%)

- Part 1: History: 100%
- Part 2: Concepts: 100%
- Part 3: Data: 100%
- Part 4: Health Equity: 100%
- Part 5: Climate Change: 100%

NIMS/ICS (FEMA) (100 by tier%)

- NIMS/ICS: 100%

Brave Leadership and All of Us (100% of select groups)

- BRAVE Leadership (Public Health Leaders and Admin Unit Leads): 100%
- All of Us (29 Senior Staff): 100%

Not trained FY 22-23

Health Literacy and Data Literacy (100%)

- Health Literacy: 100% of 121
- Data Literacy (LMS): 100% of 153

Outbreak Management Under Incident Command System (100%)

- Part 1: 100% of 201
- Part 2: 100% of 201
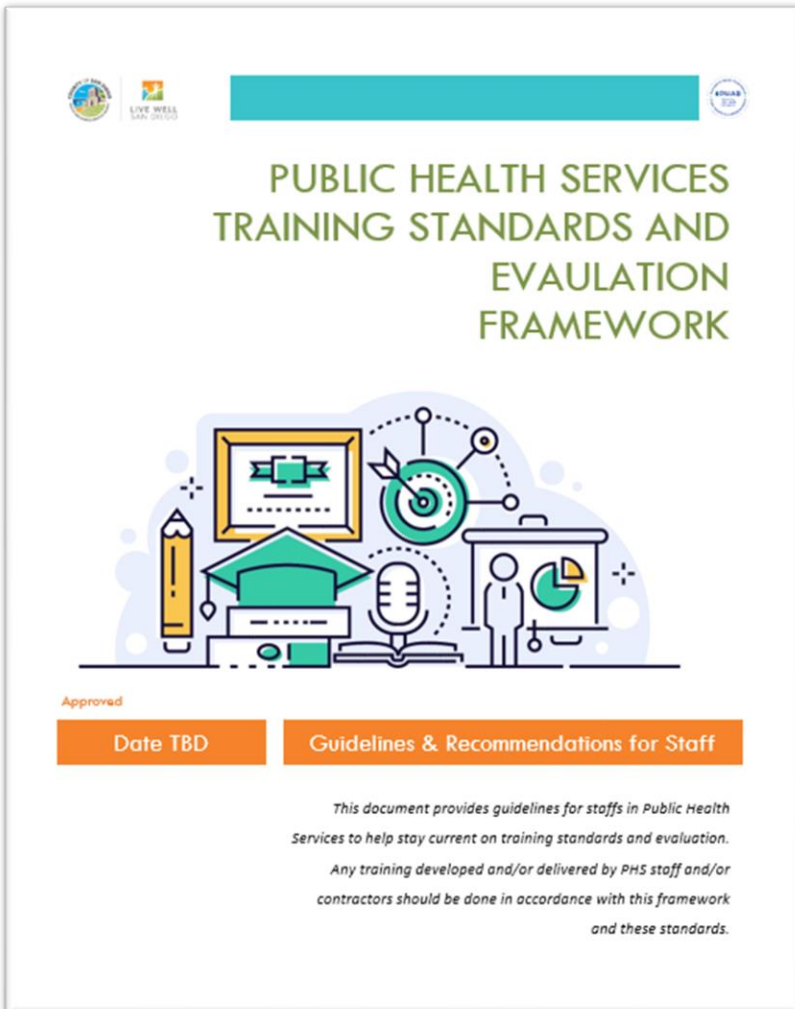- Part 3: 100% of 192

Racial Equity (100%)

- Part 1: 100%
- Part 2: 100%
- Part 3: 100%
- Part 4: 100%
- Part 5: 100%

TRAINING STANDARDS AND EVALUATION FRAMEWORK

PUBLIC HEALTH SERVICES TRAINING STANDARDS AND EVALUATION FRAMEWORK

Approved

| Date TBD | Guidelines & Recommendations for Staff |

This document provides guidelines for staffs in Public Health Services to help stay current on training standards and evaluation. Any training developed and/or delivered by PHS staff and/or contractors should be done in accordance with this framework and these standards.

PreTEST

POST-TEST

Poll Everywhere

Feedback on Public Health 101: Part 4 Data Training 2024

⊕ PAGE TITLE

1. Which date did you attend Public Health 101: Part 4 Data training?

○ April 11, 2024, from 11:30 AM - 12:30 PM

○ April 23, 2024, from 1:30 - 2:30 PM

2. Rate your knowledge of Data **before** the course.

☐ Not at all knowledgeable   ☐ Very knowledgeable

☐ Slightly knowledgeable   ☐ Extremely knowledgeable

☐ Moderately knowledgeable

SurveyMonkey

Quality Training Standards | Training Development | CDC

Training Effectiveness | Training Development | CDC

EVALUATION STEPS

- Each training is evaluated with a pre and post-test and knowledge check questions
- At the end of each training, staff scan a QR code that takes them to an evaluation survey
- After the training an email is issued encouraging staff to complete the survey evaluation
- Survey results are reviewed and taken into consideration when revising training material
- Participation results are rolled up and reported on at the end of the fiscal year
- Surveys are issued annually to gage training needs
- Other assessments are conducted (e.g., focus groups, listening sessions)

3. How are we addressing key **Workforce Issues**?
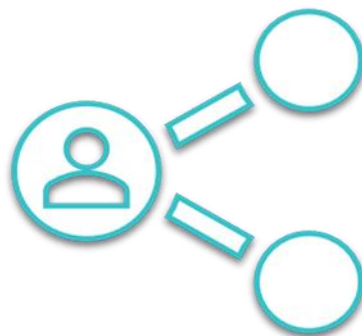
ADDRESSING KEY WORKFORCE ISSUES

- **Local Health Department Efforts**
  - Created a Training Champions Working Group
  - Maximizing support and expertise from Consultants (e.g., DISC, Insights, Coaching)
  - Conducting Stay and Exit Interviews
  - Implementing a Hiring Manager Survey
  - Revamping New Employee Welcome Program (NEWP)
  - Continuing Wellness Program
  - Managers Resource Packet
  - Strengthening Recruitment and Retention
  - Framework for Training Standards and Evaluation
  - Career Fair

- **HHSA and County Efforts**
  - Employee Engagement Survey
  - Focus Groups
  - Leadership 360s

- **Local Partner Efforts**
  - Hosting Career Fairs with Video Collection
  - Collaborating with local universities for workforce pipeline

- **Federal and State Grants/Partnerships**
  - CDC Workforce (July 1, 2021 – June 30, 2024)
  - CDC Health Disparities (June 1, 2021 – May 31, 2026)
  - CDC PHIG (December 1, 2022 – November 30, 2027)
  - CDPH Career Ladder (July 1, 2022 – June 30, 2026)
  - Leveraged PH WINS Data (2014, 2017, 2021)

Self-Realization Fellowship Gardens, Encinitas, CA

MANAGERS RESOURCE PACKET

Email sent out July 6 and Dec 27, 2023

Public Health Services - Manager's Resource Packet - All Documents (sharepoint.com)

COMPONENTS OF THE MANAGERS RESOURCE PACKET

- **Purpose:** To assist PHS Leadership and Management staffs with management-related information about County, Agency, PHS department, branches and programs. This ensures knowledge transfer and maintenance of program operations.

- **Audience:** All Public Health Leaders, Senior Staffs (Managers and Supervisors) within PHS. Once a Program Operations Manuals is completed, it should be shared with program staff.

Six-part components of the Packet. Components include the following documents:

1. **How to use the Manager's Resource Packet**

2. **Managers Manual Toolkit**

3. **Needs Identification Template**

4. **Program Operations Manual Template**

5. **5.A. Program Template Instructions**

6. **5.B. Program Index**

Blue = Guidance documents
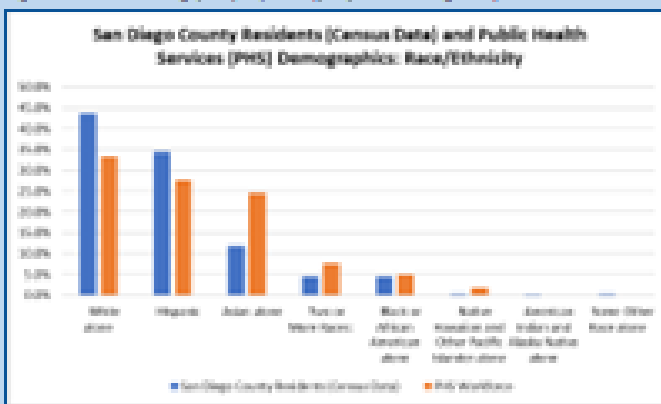**Red** = Template documents to complete
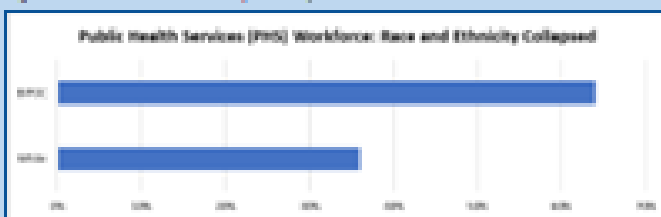
SDSU Career Fair

Workforce Demographics

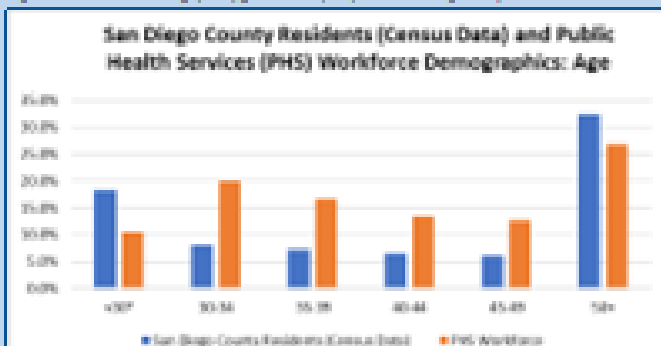Figure 1. PHS Workforce Demographics (Race/ Ethnicity) Compared to San Diego County Census Data.

San Diego County Residents (Census Data) and Public Health Services (PHS) Demographics: Race/Ethnicity

San Diego County Residents (Census Data) ▪ *PHS Workforce*

Source: U.S. Census Bureau 2018 2021 American Community Survey 5 Year Estimates, Table B02001; 2021 Employee demographics data from PeopleSoft, County of San Diego HHSA Department of Human Resources.

Figure 2. PHS Workforce Race and Ethnicity Data Collapsed.

Public Health Services (PHS) Workforce: Race and Ethnicity Collapsed

Source: PH WINS 2021 Summary Report.

Figure 3. PHS Workforce Demographics (Age and Gender) Compared to San Diego County Census Data.

San Diego County Residents (Census Data) and Public Health Services (PHS) Workforce Demographics: Age

San Diego County Residents (Census Data) ▪ *PHS Workforce*

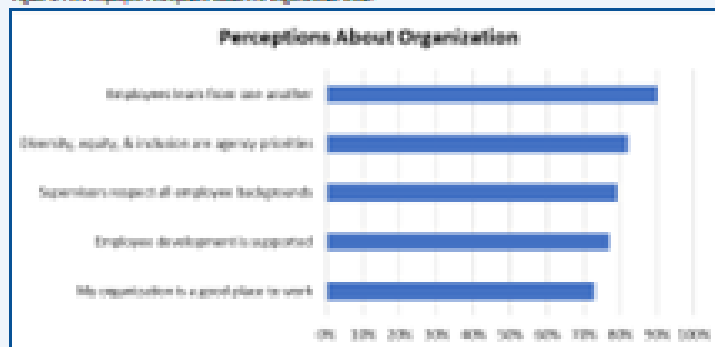**Public Health Services (PHS) Workforce: Gender**
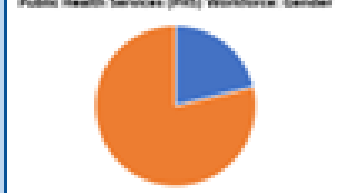
San Diego County Residents (Census Data) Demographics: Gender

Public Health Services (PHS)

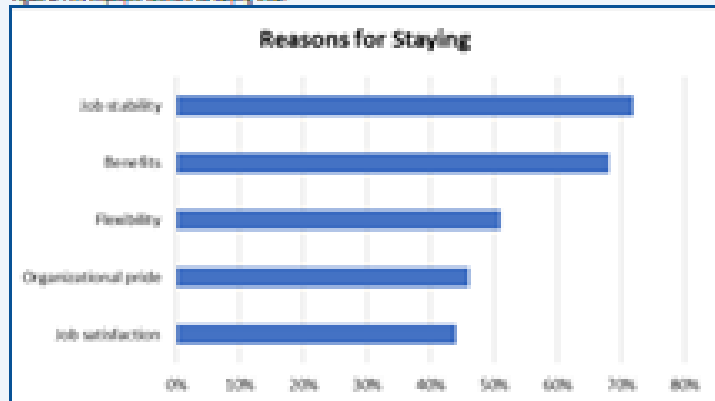Figure 4. PHS Employee Perceptions about the Organization Data.

Perceptions About Organization

Source: PH WINS 2021 Summary Report.

Figure 5. PHS Employee Satisfaction Data.

Employee Satisfaction
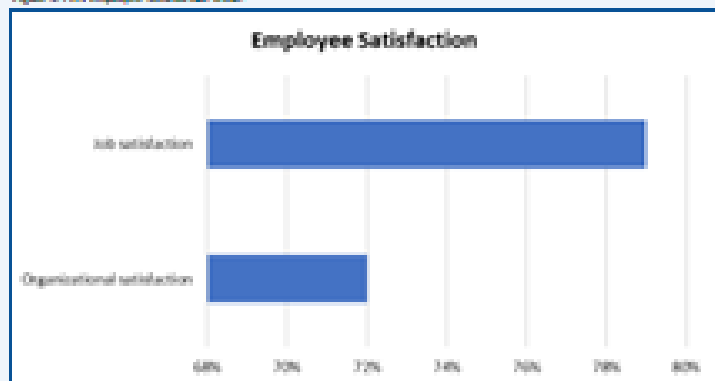
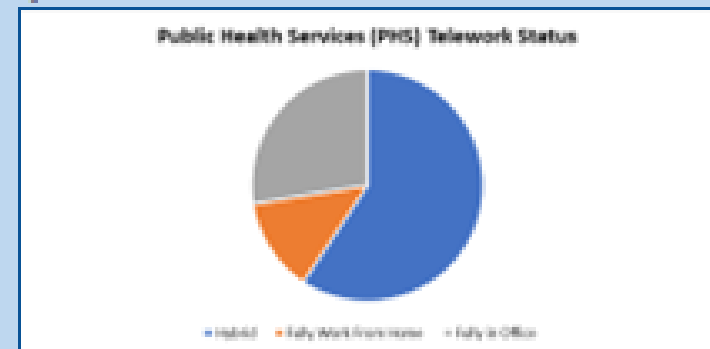Source: PH WINS 2021 Summary Report.

Figure 6. PHS Employee Reasons for Staying Data.

Reasons for Staying

Source: PH WINS 2021 Summary Report.

Workforce Status

Figure 7. PHS Telework Status Data.

Public Health Services (PHS) Telework Status
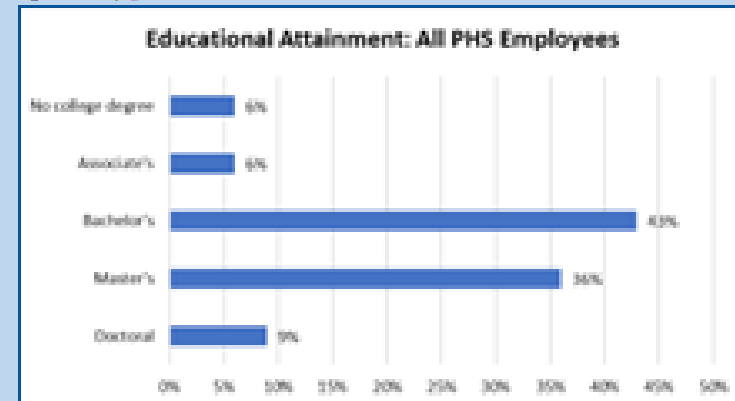
Hybrid ▪ *Fully Work from Home* ▪ *Fully in Office*

Source: 2021 Teleworking data from EXEC/Comms, County of San Diego Public Health Services.

Figure 8. PHS Employee Tenure Data.

Tenure at Public Health Services (PHS): All PHS Employees
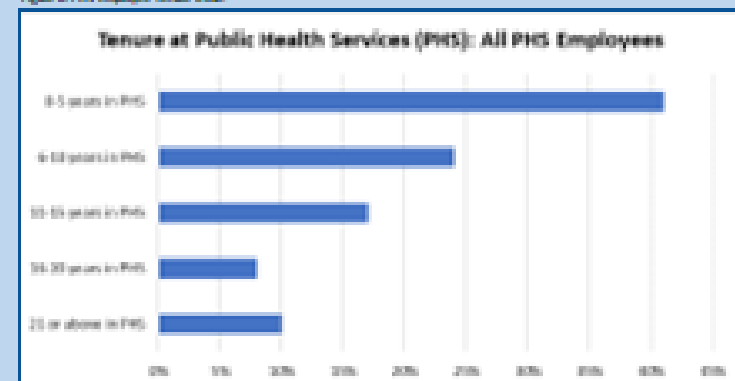
Source: PH WINS 2021 Summary Report.

Figure 9. PHS Employee Educational Attainment Data.

Educational Attainment: All PHS Employees

Source: PH WINS 2021 Summary Report.

1. Employee Engagement (2008)

Quail Gardens, Encinitas, CA

"My Workload is Reasonable"

Participants were asked to define "reasonable workload" and asked to elaborate on the following issues that related to reasonable workload including:

1. Equitable Distribution of Work
2. Time Management/ Prioritization
3. Delegation
4. Matrix Management
5. Pace of Work
6. Number of Meetings and Emails

Certifications eligible for partial reimbursement will include:

- Data Analytics;
- Financial Management;
- Fiscal and Contracts;
- Leading High-Performing Teams;
- Performance Management;
- Quality Improvement;
- Project Management;
- Public Health; and
- Strategic Planning.
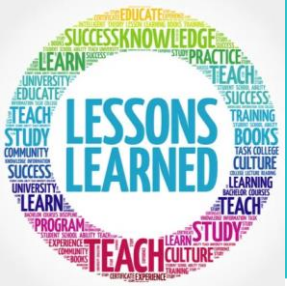
2. Leadership Development

4. What are some **Lessons Learned**?

LESSONS LEARNED

What is important

Engagement and leadership are key.

Need to have an evidence-based plan that is consistent, socialized and fosters accountability.

Evaluate efforts and celebrate successes!

Encourage champions to promote workforce development and training.

Clear, concise, and repeated communication.

Challenges

Developing tailor made trainings, **tracking** and reporting on training completion rates is time consuming and resource intensive (Need 2+ FTEs).

Training is a moving target with new developments and turnover.

Competing priorities, concurrent efforts, workload, turnover.

Opportunity

Must circle back and look at **the core competencies** survey assessment through the lens of the various classifications.

Need for classification specific training, coaching, and mentoring for interpersonal/customer service skills.

Levity and outside perspective was a key benefit of bringing in consultants.

LESSONS LEARNED

What is important

Staff need variety. Different consultants appeal to different staff and some trainings are better delivered by staff, while others by consultants.

Front-line staff appreciate hands-on learning (e.g., interactive activities, exercises, role plays, skits) vs. long power points and lecture style learning.

Challenges

The last 4 years took a toll on our workforce and their mental health.

Losing institutional memory has a cost.

Workload must be looked at equitably.

There will always be need to tailor trainings to the department.

Opportunity

Acknowledging the impact of the last 4 years and making efforts through the consultants helped address the need for interpersonal skills development.

Generic training not tailored to PH or LHD has limitations leaving staff asking: "But how does this apply to my work?"

Staff members want to know what we want them to __do__ differently? How does this apply to me? My job? My role? My classification? What behavior change is leadership expecting to see because of this training? How does a specific training apply to public health practice?

INTERACTIVE QUESTION
(Word Cloud):

In one word, what are you planning to enjoy while you are here in San Diego?
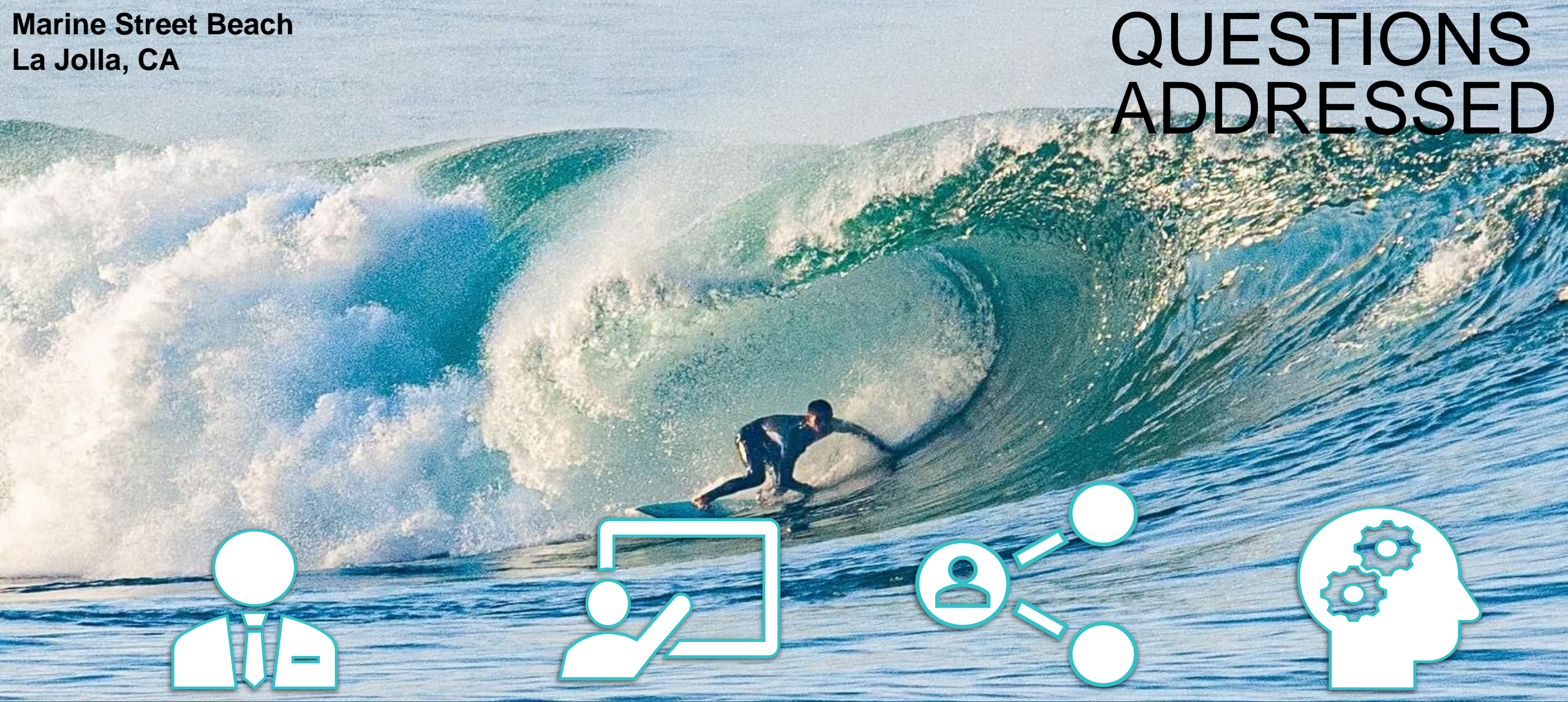
When poll is active respond at

PollEv.com
/publichealthservicesadministration450

San Diego Zoo
San Diego, CA

Marine Street Beach
La Jolla, CA

QUESTIONS ADDRESSED

1. What is our approach to workforce development?

2. What is our approach to training?

3. How are we addressing key workforce issues?

4. What are some lessons learned?

THANK YOU. QUESTIONS?

Wilma J. Wooten M.D., M.P.H., Public Health Officer
Jo-Ann Julien B.A., M.Ed., Workforce Director
Public Health Services
County of San Diego
Health & Human Services Agency

The Public Health Services department, County of San Diego Health and Human Services Agency, has maintained national public health accreditation, since May 17, 2016, and re-accredited by the Public Health Accreditation Board on August 21, 2023.