



# STAFF REPORT

**Report To:** Board of Health

**Meeting Date:** March 16, 2017

**Staff Contact:** Nicki Aaker (naaker@carson.org); Sandy Wartgow (swartgow@carson.org)

**Agenda Title:** Discussion Only: Present and discuss Carson City Health and Human Services' updated Workforce Development Plan.

**Staff Summary:** CCHHS Workforce Development Plan was initially presented to the Board of Health on January 15, 2015. This plan has been implemented to standardize orientation, competencies and education of the workforce as part of our Public Health Accreditation efforts. A training committee has been developed to present and produce training opportunities for staff, and act as a resource for staff to suggest training needs along with helping to complete mandatory training and orientation. This plan is updated on a continual basis. Updates are indicated in red.

**Agenda Action:** Other/Presentation

**Time Requested:** 10 minutes

## **Proposed Motion**

Presentation and discussion only

## **Board's Strategic Goal**

N/A

## **Previous Action**

Plan was first introduced to the Board of Health on January 15, 2015.

## **Background/Issues & Analysis**

N/A

## **Applicable Statute, Code, Policy, Rule or Regulation**

Public Health Accreditation Domain 8 - Maintain a competent public health workforce

## **Financial Information**

Is there a fiscal impact?  Yes  No

If yes, account name/number:

Is it currently budgeted?  Yes  No

Explanation of Fiscal Impact:

## **Alternatives**

N/A

**Board Action Taken:**

Motion: \_\_\_\_\_

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_

Aye/Nay

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(Vote Recorded By)



## Carson City Health & Human Services Workforce Development Plan

### Purpose & Introduction

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**Introduction** Training and development of the workforce is one part of a comprehensive strategy toward CCHHS's quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs, and addressing those gaps through targeted training and development opportunities. This plan provides development of individual competencies for employees, increased overall organization effectiveness, and improved public health outcomes.

This document provides a comprehensive workforce development plan for **Carson City Health and Human Services (CCHHS)**. 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.*

**This document was developed and implemented in 2014 and is updated as of December 2016.**

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

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### Questions

For questions about this plan, please contact:

**Nicki Aaker**  
**Director CCHHS**  
**775-283-7704**  
**naaker@carson.org**

## Agency Profile

### Mission & vision

**Mission:** To protect and improve the quality of life for our Community through disease prevention, education and support services.

**Vision:** Carson City Health and Human Services leads the region in providing services that support healthy communities.

### Location & population served

The City of Carson City, NV (a consolidated municipality) is located in Western Nevada, approximately 30 miles south of Reno, NV and east of Lake Tahoe. Carson City Health and Human Services (CCHHS) is located a few blocks Northeast from the center of Carson City, where it is easily accessible to the population it serves. Additional location is found in Douglas County in the town of Gardnerville, located in the center of the town.

#### **Population/Demographics Carson City & Douglas County:**

Nevada-US Census Bureau ( <a href="http://www.census.gov">http://www.census.gov</a> ) updated 7/10/14	Carson City	Douglas County
Population, 2013 estimate	54,080	47,118
Persons under 5 years, percent, 2010	5.8%	4.2%
Persons under 18 years, percent, 2010	21.4%	18.5%
Persons 65 years and over, percent, 2010	16.5%	23.7%
Female persons, percent, 2010	48.1%	50.0%
White alone, percent, 2010 (a)	81.1%	92.0%
Black or African American alone, percent, 2010 (a)	1.9%	0.9%
American Indian and Alaska Native alone, percent, 2010 (a)	2.4%	2.2%
Asian alone, percent, 2010 (a)	2.1%	1.8%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	0.2%	0.2%
Two or More Races, percent, 2010	2.9%	2.9%
Hispanic or Latino, percent, 2010 (b)	21.3%	11.8%
White alone, not Hispanic or Latino, percent, 2010	70.7%	81.6%
Living in same house 1 year & over, percent, 2008-2012	78.9%	85.7%
Foreign born persons, percent, 2008-2012	11.9%	6.0%
Language other than English spoken at home, pct age 5+, 2008-2012	20.0%	8.8%
High school graduate or higher, percent of persons age 25+, 2008-2012	86.3%	92.6%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	20.9%	25.5%
Veterans, 2008-2012	6,230	5,635
Mean travel time to work (minutes), workers age 16+, 2008-2012	17	24.7
Homeownership rate, 2008-2012	60.5%	72.9%
Housing units in multi-unit structures, percent, 2008-2012	25.4%	12.0%
Median value of owner-occupied housing units, 2008-2012	\$221,900	\$303,800
Households, 2008-2012	21,122	19,226
Persons per household, 2008-2012	2.54	2.43
Median household income, 2008-2012	\$53,987	\$61,099
Persons below poverty level, percent, 2008-2012	15.0%	9.7%

- Other public health agencies that serve the population include (but are not limited to): Nevada Division of Public and Behavioral Health, Partnership Carson City, Ross Clinic (FISH), Carson Tahoe Health, and Sierra Nevada Health Center

**Governance** CCHHS is overseen by the Carson City Board of Health and chaired by the Carson City Public Health Officer. The board is composed of the Carson City Board of Supervisors, the CCHHS Public Health Officer, the Carson City Mayor, and the Carson City Sheriff. The Director of CCHHS gives bimonthly reports and updates to the Board of Health, who in turns provides input and direction as to both the present and future activities of CCHHS.

**BOARD OF HEALTH(see appendix with current names)**

- **Public Health Officer** - Dr. Susan Pintar
- **Mayor** – Robert Crowell
- **Sheriff** – Ken Furlong
- **Ward 1 Supervisor** – Karen Abowd
- **Ward 2 Supervisor** – Brad Bonkowski
- **Ward 3 Supervisor** – **Lori Bagwell**
- **Ward 4 Supervisor** – **John Barrette**

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**Organizational structure** CCHHS is comprised of six divisions and is overseen by a director. (Appendix: Org Chart)

- **Director** – Nicki Aaker
- **Disease Prevention and Control, Manager** – Dustin Boothe
- **Public Health Preparedness, Manager** – **Vacant**
- **Clinical Services, Manager** – Veronica Galas
- **Chronic Disease Prevention & Health Promotion, Manager** – Currently dept. reports to Director
- **Human Services, Manager** – Mary Jane Ostrander
- **Administration/Finance Manager** – **Bretta Inman**

**Learning culture**

CCHHS fosters a culture of professional development that will enable its employees to acquire new skills and build a long-lasting and satisfying career within the organization. This Workforce Development Plan will aid employees, supervisors, and members of leadership in making choices to best promote this culture. The Plan also ties to the CCHHS desire for continuous quality improvement, by giving employees and supervisors' access to tools and other resources to facilitate efficiency and the highest quality of work. The values listed below define the foundation for the CCHHS learning culture.

**Values:**

- **Respect for Others** – We treat everyone equally.
  - **Competence** – We stay current with the latest resources available.
  - **Collaboration** – We work together to meet the mission and move towards our vision.
  - **Ethical** – We work professionally, respecting confidentially and following laws and regulations.
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**Funding**

CCHHS is funded through various sources including city general fund, grants, permits and licenses fees, and collected fees and reimbursements for direct services such as clinic services and immunizations. Training support is funded through direct division budgets and grant funding as appropriate. Carson City also provides policies for tuition reimbursement and training requests.

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**Workforce policies**

Policies specifically tied to CCHHS Workforce Development can be found in the CCHHS Policy Manual, located on the shared "H" Drive electronically, and the Resource Center in hardcopy. Citywide policies are supported through a software program call Policy Tech. All employees are given a user name and password to access policy tech. **CCHHS is in process of placing Policy and Procedures on the citywide software program Policy Tech. Staff is educated to look for Policy and Procedures in both locations of Policy Tech and CCHHS H-drive systems.**

## Workforce Profile

**Introduction** This section provides a description of the Carson City Health and Human Services' current and anticipated future workforce needs. This is a difficult area to predict as workforce changes with funding sources.

**Current workforce demographics**

Category	# or %
Total # of Employees:	44
# of FTE:	30
% Paid by Grants/Contracts:	54.9%
Gender:	Female: 37 Male: 7
Age:	< 20: 0 20 – 29: 5 30 – 39: 7 40 – 49: 11 50 – 59: 14 >60: 7
Primary Professional Disciplines/Credentials:	Leadership/Administration: 6 Nurse: 17 Registered Sanitarian/EH Specialist: 4 Epidemiologist: 1 PH Investigator: 1 Health Program Specialist / Health Educator: 2 Case Manager: 4 Social Workers: 0 Medical Directors: 2
Estimated # of employees < five years from eligible retirement	13

Table as of 12/22/2016

**Future  
workforce**

CCHHS is an organization with lean staffing resources. Just as many organizations have been forced into the same leanness to remain viable and sustainable; our staff must fill multiple functions within our organization especially in the area of preparedness and response. We must look at the ability to cross-train staff in programs, positions, and depth. CCHHS promotes the team concept and discourages staff from working in silos. Staff is encouraged to train and gain knowledge in other areas within organization. CCHHS encourages the promotion of internal staff as much as possible to provide opportunities for the advancement of staff. Additionally, workforce future training and development must assure staff stays progressive with technology, education and information, and development of leadership skills. The aging workforce must also be noted and CCHHS will need to prepare employees for leadership and succession planning.



## Competencies & Education Requirements

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### Core competencies for agency

CCHHS competencies are set to help strengthen the public health workforce by identifying basic skills for the effective delivery of public health services. CCHHS has identified the Council on Linkages Core Competencies for Public Health Professionals as a guide for development of the current and future workforce. The core competencies can be accessed using the following link:

[http://www.phf.org/resourcestools/Pages/Core\\_Public\\_Health\\_Competencies.aspx](http://www.phf.org/resourcestools/Pages/Core_Public_Health_Competencies.aspx)

CCHHS public health professionals will evaluate their competency level with the core competencies annually and develop training goals to improve their competency level with the Core Competencies for Public Health. The assessment tool used will be located at:

[http://www.phf.org/resourcestools/Pages/Competency\\_Assessments\\_For\\_Public\\_Health\\_Professionals.aspx](http://www.phf.org/resourcestools/Pages/Competency_Assessments_For_Public_Health_Professionals.aspx)

(Each professional employee will need to establish a login to phf.org)

Competencies and expectations of the three categories of employees within CCHHS:

- **Administrative( support staff)** – Competencies include providing support to Program and Management level staff; basic through advanced office management skills; applicable cultural competencies; customer service skills; communication skills; applicable computer application skills; knowledge of organizational policies and practices related to emergency operations, personnel regulations, referrals to outside organizations, and other pertinent information.

- **Program (professional)** – Competencies apply to public health program staff. Specific responsibilities of these professionals may include program planning and development, implementation, and evaluation; fieldwork; outreach activities; establishing and maintaining community relations; managing timelines, budgets and work plans; presenting recommendations on policy issues; knowledge of organizational policies and practices related to emergency operations, personnel regulations, referrals to outside organizations, and other pertinent information; and other organizational tasks as assigned. These competencies apply to public health professionals who carry out the day-to-day tasks of public health programs and are not in management positions.

- **Management** – Competencies apply to public health professionals at a management level and to leaders of public health organizations. These professionals typically have staff that report to them and may be responsible for the major programs or functions of an organization. Examples of responsibilities may include setting a strategy and vision for the organization; managing or overseeing program grants; hiring and training staff; knowledge and development of organizational policies and practices related to emergency operations, personnel regulations, and other pertinent information; and building the organization's culture.

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**Other competencies**

CCHHS realizes that the core competencies do not always cover each specific position and may use other competencies to assure staff is competent at the level of expectation for the organization. The evaluation process annually provides additional assurance that staff is competent to perform their job functions and descriptions.

**CEU/ Certifications 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. Certifications are available and may be encouraged by CCHHS. (examples of disciplines with certifications)

<b>Discipline</b>	<b>Nevada CE Requirements/ Certifications Recommended</b>
Nursing	30 contact hours every 2 years
Registered Environmental Health Specialist	12 CEUs per year
Advanced Nurse Practitioner	30 + 15 CEUs specific to Women's Health
Epidemiologist	Assigned by Manager
Public Health Preparedness	Assigned by Manager
Certified Health Education Specialist	Certification with renewals

## Competency Development

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### Introduction & Purpose

Carson City Health and Human Services training objectives are to develop employee competence through progressive and efficient training programs to improve public service, increase efficiency and economy, build and retain a skilled workforce, and use best practices to provide performance excellence. CCHHS has a purpose to develop employee potential and competence through coaching, education and training, mobility opportunities, and on-the-job training. This is critical to organization effectiveness and success. Workforce training needs have been identified through our New Hire training requirements (Appendix: New Hire Assignments) and continued training with annual competency assessments and evaluations. It is the responsibility of the employee and management, working in partnership; to assure training goals and needs are met for each employee. In addition, CCHHS conducted a workforce development survey in September of 2013.

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### Training needs assessment results

The workforce plan implements a competency assessment tool to be used for all employees upon hire and annually. This competency assessment provides objective documentation on the employee's individual competency to perform job functions and a time line to complete initial training upon hire. (Appendix: Competency Template).

The workforce development survey conducted in September of 2013 identified areas staff felt confident in their knowledge and understanding and areas staff felt they needed more knowledge and skill development ( Appendix [attach survey results]). The top 3 areas identified for increased knowledge and skill are:

1. Grant management
2. Continuing Education in related professional service
3. Leadership training

The staff was also asked to identify barriers to training and education (Appendix [attach survey results]). The top 2 barriers identified by staff are:

1. Funding
  2. Lack of available time for training and staff coverage to allow attendance at training
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### Agency-specific needs

CCHHS strategic plan 2013-2017 identifies 4 priorities to meet our mission: To protect and improve the quality of life for our Community through disease prevention, education, and support services. Participation in the annual update of the strategic plan by employees demonstrates commitment and competence of our workforce. ( <http://gethealthycarsoncity.org/about-us/strategic-plan/> )

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### Other Training needs

CCHHS has identified additional training needed in the implementation of the workforce plan, competency development, and evaluation process. Management will provide ongoing development of competency assessment and documentation of employee competency, which will incorporate an objective evaluation process.

**Other information** Carson City Health and Human Services will develop and maintain a Training Committee. The Training Committee meets quarterly to review, develop, survey staff training needs, and provide advisement to management regarding training and education development.

Departments/Divisions/Staff- identified for training and competency completion.

Position	Report to Division/Dept.
Board of Health	Elected Official/Board of Supervisors
Director of Health and Human Services	City/Board of Health
Managers	Director of Health and Human Services
Leads of Dept.	Manager
Management Assistant	Manager of Dept.
Public Health Educator	Chronic Disease and Health Promotion
Public Health Program Specialist	Chronic Disease and Health Promotion
HIV Services Coordinator	Chronic Disease and Health Promotion
Public Health Nurse	Clinical Services
Nurse Practitioner	Clinical Services
Public Health Planner	Public Health and Preparedness
Public Health Planner-MRC Coordinator	Public Health and Preparedness
Business Manager	Director of Health and Human Services
Billing Specialist	Clinical Services/ Public Health and Preparedness
Public Health Investigator	Disease Prevention and Control
Epidemiologist	Disease Prevention and Control
Environmental Health Specialist	Disease Prevention and Control
Grants Analyst	Administration/Finance
Accounting Technician	Administration/Finance
WIC Breast Feeding Peer Counselor	Human Services
WIC Program Specialist	Human Services
Workforce Case Manager	Human Services
Workforce Specialist	Human Services
Case Manager	Human Services

# Carson City Health and Human Services Training Goals & Objectives 2013 - 2017

## Goals, Objectives, & Implementation Plan

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

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

Who	Roles & Responsibilities
Board of Health	Ultimately responsible for ensuring resource availability to implement the workforce development plan.
Director of Health and Human Services	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.
Human Resources	Provide guidance to the Director and Managers regarding workforce development and assist in creating a culture that is conducive and supportive of learning. Works with Directors and Managers to find appropriate training/development opportunities for staff. Provide guidance to the Director and Managers with coaching, mentoring and succession planning. Responsible for assisting of workforce development needs, plans, and issues.
Department Managers	Responsible to the Director for all employees within their divisions. Supports, coaches, and mentors supervisors and/or employees to assure that appropriate training resources and support structures are available within the division. Assures completeness of timely competency training and evaluation. Identifies high potential employees as part of agency succession plan.

## Carson City Health and Human Services Training Goals & Objectives 2013 - 2017

Supervisors	Responsible to their Manager and employees to ensure that individual and agency-based training initiatives are implemented. Works with employee to develop an individualized learning plan and supports the implementation of the plan and competencies (i.e. time away from work, coaching, opportunities for application, tuition reimbursement). Identifies high potential employees as part of agency succession plan.
All Employees	Ultimately responsible for their own learning and development. Work with Manager or Supervisor to identify and engage in training and development opportunities that meet their individual as well as agency-based competencies and training. Identify opportunities to apply new learning on the job.

**Communication plan** Goals and Objective will be communicated to staff and Board of Health by the Director and Managers. Communication may occur at staff meetings, Board of Health meetings, or posted training schedule for staff. The Workforce Development Plan will also be posted on the CCHHS intranet-HDDept. When the plan is revised or edited, staff will be notified via email and the electronic document will be updated.

Goal	Objectives	Target Audience	Resources	Responsible Party	Completed
<i>Develop a Workforce Plan that includes competency tools and documentation of competent workforce</i>	<ul style="list-style-type: none"> <li>• <i>By April 2014 a draft plan will be completed and presented to management for review</i></li> <li>• <i>Dec. 2014 Workforce plan will be presented and training to employees on implementation of the plan</i></li> <li>• <i>On-going evaluation, revision, and implementation of the plan</i></li> </ul>	<i>All Health and Human Service Employees, Board of Health</i>	<i>PHAB, TRAIN, NACCHO</i>	<i>Director, Managers</i>	<ul style="list-style-type: none"> <li>• <i>Completed</i></li> <li>• <i>Completed</i></li> <li>• <i>On-going</i></li> </ul>
<i>Establish objective Evaluation</i>	<ul style="list-style-type: none"> <li>• <i>Present evaluation tool to Director and Managers by May 2014</i></li> </ul>	<i>All staff</i>	<i>Performance evaluations</i>	<i>Director, Human Resources</i>	<ul style="list-style-type: none"> <li>• <i>Completed</i></li> </ul>

## Carson City Health and Human Services Training Goals & Objectives 2013 - 2017

<i>performance tool</i>	<ul style="list-style-type: none"> <li>• Present evaluation tool to Human Resources by <b>July 2014</b></li> <li>• <b>Nov/Dec 2014</b> Inform employees of evaluation tool to be used at annual evaluation</li> <li>• <b>Annually</b>, as part of performance review process and competency review process</li> </ul>			Employee and Manager/Supervisor	<ul style="list-style-type: none"> <li>• <i>Completed</i></li> <li>• <i>Completed</i></li> <li>• <i>Annually</i></li> </ul>
<i>Establish a Quality Improvement Culture and procedure</i>	<ul style="list-style-type: none"> <li>• Provide training to employees on Quality Improvement</li> <li>• Provide standard format for documenting Quality Improvement projects</li> <li>• Encourage departments and staff to take initiative in establishing an improvement project</li> </ul>	<i>All Staff</i>	<ul style="list-style-type: none"> <li>• Quality Improvement team, training schedule of classes,</li> <li>• standard documentation tools on HDDept.</li> </ul>	Director and Managers	
<i>Provide a training schedule to staff</i>	<ul style="list-style-type: none"> <li>• Establish a training calendar to post training opportunities to staff</li> <li>• Managers to post training to employees as optional or mandatory</li> <li>• Assure all staff have log in to TRAIN to access assigned training</li> </ul>	<i>All Staff</i>	<i>Internal email system, CCHHS website, TRAIN, internal mailboxes, Communication boards</i>	<i>All staff</i>	
<i>Develop a Training Committee</i>	<ul style="list-style-type: none"> <li>• Establish a training committee that is multidisciplinary by <b>December 2014</b></li> <li>• Meets quarterly to review and develop training and education</li> </ul>	<i>All staff</i>	<i>TRAIN, on line public health training, trade magazines, conferences, staff surveys</i>	<i>Director, Chair of Training Committee</i>	<ul style="list-style-type: none"> <li>• <i>Completed</i></li> </ul>

# Carson City Health and Human Services Curricula & Training Schedule

## Introduction

This section describes the curricula and training schedule for Carson City Health and Human Services. This represents examples of current curricula and training. This schedule is a moving, flexible document to be utilized by staff and managers. This is not inclusive of all training staff completes.

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
New Hire Orientation	Module and checklists	All new hires		initial	Orientation Manual, checklist, attending City orientation day
Confidentiality/HIPPA	Patient and client confidentiality rights	All Staff	Mandatory , 1,7,8	Initial/annual	HIPPA Privacy Policy
Safety and Evacuation	Manual on department safety and evacuation	All Staff		Initial/annual, drills	Policy and manual
Cultural Diversity/Ethics	Training on cultural diversity and ethical issues in public health	All Staff	4	Initial/annual review	TRAIN Course
Essentials of Public Health	Training on the science of public health and the Essential components	All Staff	6	Initial/annual review	TRAIN Course
Effective Communication	Training to effectively communicate with clients, coworkers, and community partners	All Staff	3.5.8	Initial/annual review	TRAIN Course
Emergency Training for Local Public Health	Foundation for local public health in emergency planning principles and integration of public health into the emergency planning process	All Staff	6,7,8	Initial/annual review	



## Carson City Health and Human Services Curricula & Training Schedule

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
Age Competency	Training on overview of age related stages and how to interact, communicate and educate across the life span	Clinical Staff	1,3	Initial/annual	Age Competency Table
ICS 100 IS 907 NIMS 700	Basic training on emergency response and incident command systems	All Staff	1,2,3,4,5,6,7,8	Initial/annual review	FEMA training web site
Quality Improvement	Training on continuous quality improvement cycle	All Staff Board of Health	7,8	<ul style="list-style-type: none"> <li>• Initial/annual</li> <li>• April 11, 2014 Public Health Development Conference</li> <li>• Mandatory training on site 2013 thru 2014 at staff meetings</li> <li>• Presentation to Board of Health March 2014</li> </ul>	CCHHS power point Conference
Blood Bourne Pathogens/Infection Control	Educate staff on the types of blood borne pathogens, as well as prevention measures, and steps for post exposure follow-up	Mandatory for clinical staff and optional for all other staff		Initial/annual	National Safety Compliance, training material, modules, DVD

## Carson City Health and Human Services Curricula & Training Schedule

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
Web IZ	Training on entering immunization data into the state data base	Clinic and PHP staff as required by manager, any other staff deemed by management to enter or review immunization status	2	Initial or as assigned by management	Nevada State Web IZ training at training location deemed by state
Annual Nursing Skills Day	Training and education on requested areas by staff and mandatory annual training on point of care testing	Nursing		Annually in January or February	Conference and training at Carson City Health and Human Services in Carson City.
Workforce Development Plan Training	Train and educate all staff on the workforce plan and introduce new competency and evaluation documents	All Staff		December 2014	Training time slots to attend in Conference room at CCHHS and DCHHS
Carson City Public Health Development Conference	Conference to build a more robust public health workforce. Topics include public health policy, incorporating public health into city/county governance, accreditation path, grant writing, quality improvement, SLV program,	All Staff, Board of Health, other local health departments, coalition partners		April 11, 2014	Carson City Legislature building
Technology	Computer training on software programs and operations	All Staff		Optional	Training offered free at Carson City Library

## Carson City Health and Human Services Curricula & Training Schedule

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
Leadership	Practical leadership development for peak performance	All Staff	3,8	Optional, encouraged	TRAIN
Leadership-Intermediate	Addresses change in the public health environment and leadership skill to continue advocating for programs and policies	Managers/ Director	3,5,8	Initial/annual review	TRAIN
Budget Planning and Management	Overview of the importance of integrating strategy and budget planning	All Staff	7	Optional, encouraged	TRAIN
Program Evaluation	Teaching skills in conceptualizing, planning and implementing practice of public health programs	All Staff	1,2,7,8	Optional, encouraged	TRAIN
Annual Nevada Public Health Conference	Annual conference that trades locations each year between the North and South.	Staff request and approval by management	Varies	Optional, encouraged	
Annual Nevada Immunization Conference	Annual conference that trades locations each year between the North and South	Staff request and approval by management	Varies	Optional, encouraged	
CCHHS Lunch and Learn	Quarterly lunch and learn sessions	All Staff	Varies	Optional, encouraged	Division/departments/community partners
Leadership Carson City	Annual Leadership class hosted by Chamber of Commerce	Leadership		Assigned and approved by management	City partners and government
Nevada Environmental Health Association	Annual conference that trades locations each year between the North and	Staff request or assigned and approved by		Assigned and approved by management	

## Carson City Health and Human Services Curricula & Training Schedule

Conference	South	management			
Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
Public Health and Preparedness Annual Summit by NACCHO	Annual Conference	Staff request or assigned and approved by management		Assigned and approved by management	
National Safe Routes to School	Biannual Conference	Staff request or assigned		Assigned and approved by management; grant dictated	Staff involved in program
AHEC Conference	Annual	Staff request or assigned		Assigned and approved by management	Division leaders, city leaders/government
National HIV Prevention	Annual Conference	Staff Request or assigned		Assigned and approved by management; grant dictated	Staff involved in HIV program
Contraceptive Technology Conference		Staff Request or assigned		Assigned and approved by management	

## Evaluation and Tracking

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### **Introduction**

Evaluation of training will provide Carson City Health and Human Services 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.

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### **Evaluation**

Carson City Health and Human Services will evaluate trainings using several methods contingent on the type of training and provider of the training. Surveys, evaluation forms, informal and formal feedback sessions, and discussion with manager or supervisor at annual evaluation appointments. This feedback will provide measure of success of trainings. Success will also be measured in observation of employee transferring training to their work. The department has developed a standardized form to be used for evaluation of training.

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### **Tracking**

Training will be tracked a variety of ways. Documentation of training may include attendee list, certificates of completion, transcripts, or TRAIN employee list of completed courses.

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## Conclusion / Other Considerations

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**Other agency documents and plans** Carson City Health and Human Services has developed a Strategic plan with components that support Workforce Development. Competency and evaluation documentation was evaluated and new documentation tools were developed to provide objective evaluation of the employee and support documentation of a competent employee.

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**Review of plan** This plan will be reviewed annually by management. Staff members will be encouraged to review and provide input to improve the plan. Updates to the plan will be presented to the Board of Health.

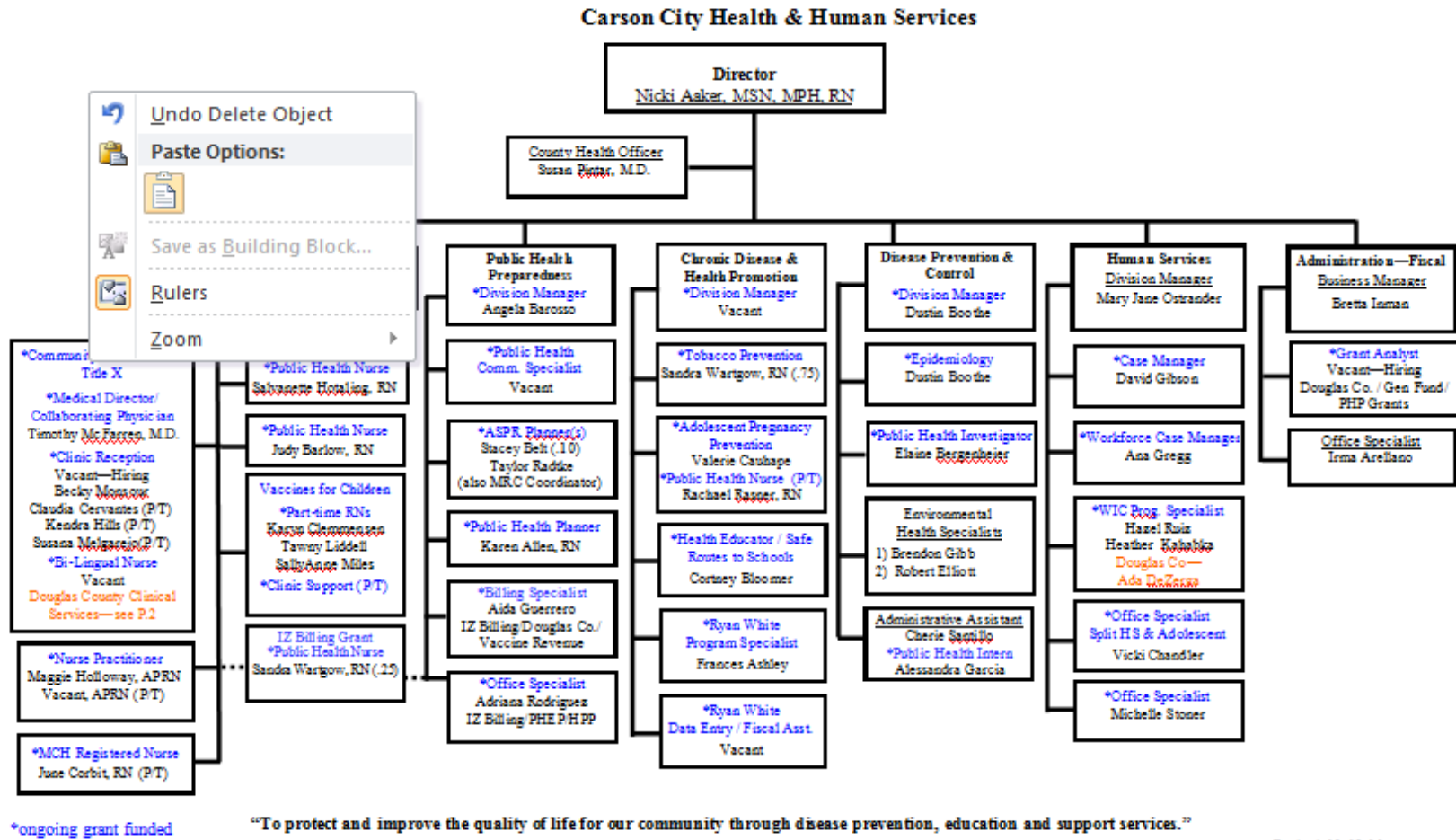
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**Authorship** This plan was developed by the following individuals, and finalized on 12/30/2014.

Printed Name	Title
Dustin Boothe	Division Manager, Disease Prevention and Control
Angela Barosso	Division Manager, Public Health Preparedness
Valerie Cauhape	Program Specialist/Accreditation Coordinator
Rachael Rasner	Public Health Nurse
Sandra Wartgow	Public Health Nurse

<u>Reviewed/Revised Date:</u>	<u>Reviewed by:</u>	<u>Presented to Board of Health Date:</u>
February 4, 2016	Training Committee	
December 21, 2016	Nicki Aaker, Director	January 5, 2017

# Appendix A: Carson City Health and Human Services Organizational Chart



## Appendix B: New Hire Orientation Assignments

<b>Groups</b>	<b>Due 1<sup>st</sup> week</b>	<b>Due 4 weeks DOH</b>	<b>Due 6 months DOH</b>
<b>Support Staff/Admin</b>	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Web IZ entry Quality Improvement * Emergency Planning for Local Public Health
<b>Clinic/Nursing</b>	Orientation Checklist HIPPA Orientation manual Emergency Response Blood Bourne Pathogens/infection control	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency Lab Point of Care Pharmacy Vaccine Administration  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Abuse/neglect/domestic violence Web IZ entry Quality Improvement  * Emergency Planning for Local Public Health
<b>PHP</b>	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Web IZ entry Quality Improvement  * Emergency Planning for Local Public Health
<b>WIC</b>	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Quality Improvement * Emergency Planning for Local Public Health
<b>Human Services</b>	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Quality Improvement * Emergency Planning for Local Public Health



## Appendix B: New Hire Orientation Assignments

Groups	Due 1 <sup>st</sup> week	Due 4 weeks DOH	Due 6 months DOH
<b>Environmental</b>	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Quality Improvement * Emergency Planning for Local Public Health  -●Food Microbiology Control series -Prevailing Statutes, regulations, & ordinances -●Food code- NAC 446 -●Food Microbiology Control series advanced (due for Food Code Standardization & within <i>18 months of hire</i> ) -●HACCP series(due for Food Code Standardization & within <i>18 months of hire</i> ) -●Allergen Management (due for Food Code Standardization & within <i>18 months of hire</i> ) -● Foodborne Illness Investigations series (due for Food Code Standardization & within <i>18 months of hire</i> )
<b>Chronic Disease Prevention/ Health Promotion</b>	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan	ICS 100 ICS 700 ICS 907 Quality Improvement  * Emergency Planning for Local Public Health

## Appendix B: New Hire Orientation Assignments

Groups	Due 1 <sup>st</sup> week	Due 4 weeks DOH	Due 6 months DOH
Epidemiology	Orientation Checklist HIPPA Orientation manual Emergency Response	Essentials of Public Health Cultural Diversity/Ethics Effective Communication Age Competency  Read CCHHS CHIP/CHA/Strategic Plan  -Epi Essentials for Public Health Practitioners -Basic Infectious Disease Concepts in Epidemiology -Introduction to Public Health Surveillance -Introduction to Outbreak Investigation -Data Interpretation for Public Health Professionals -Cause and Effect in Epidemiology -Study Types of Epidemiology -Measuring Risk in Epidemiology -Screening in Public Health Practice	ICS 100 ICS 700 ICS 907 Quality Improvement * Emergency Planning for Local Public Health -●STD Employee Development Guide -●Shelters and TB -TB self-study -●Expand your pertussis awareness( <i>due 180 days</i> ) -●Simple steps to create a Health Assessment ( <i>due 240 days</i> )

# Appendix C: Competency Template



## Competency Assessment

Employee Name: \_\_\_\_\_

Department: \_\_\_\_\_

Position: \_\_\_\_\_

Assessment Method (M)	Level of Proficiency (P)	Improvement Plan (I)
1. Post-test/certificate/critical thinking scenario 2. Demonstration/direct observation 3. Peer Review	1. Little or no experience 2. Some experience (may require assistance) 3. Competent/performs independently 4. Competent/performs independently and can assess competency of others	1. Review Policy 2. Practice with supervision 3. Assign Training (specify) 4. Other (specify) 5. None Required

Demonstrates Following Compliance Criteria	Initial			Annual						Meets Public Health Core Competencies			
	Date: _____	Date: _____	Date: _____	M	P	I	M	P	I		M	P	I

# Appendix C: Competency Template

## Competency Signature Page

Additional Competency/Equipment	Method/Proficiency/Plan	Date Completed

**Initial Competency Skills** **Completed On:** \_\_\_\_\_

Goals or Identified areas that require improvement and improvement plan:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Supervisor Signature: \_\_\_\_\_

**Annual Competency Skills** **Completed On:** \_\_\_\_\_

Goals or Identified areas that require improvement and improvement plan:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Supervisor Signature: \_\_\_\_\_

**Annual Competency Skills** **Completed On:** \_\_\_\_\_

Goals or Identified areas that require improvement and improvement plan:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Supervisor Signature: \_\_\_\_\_

## Appendix D: Employee Survey Results

### Workforce Development Survey 1

#### Leadership and Systems Thinking Skills To what degree are you able to effectively...

Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Incorporate ethical standards of practice as the basis	0	0	1	4	3.80	5
Integrate systems thinking into public health practice	0	0	4	1	3.20	5
Partners with stakeholders to determine key values	0	0	2	3	3.60	5
Resolve internal and external problems that may	0	0	3	2	3.40	5
Participate, establish, and promote mentoring , peer	0	0	2	3	3.60	5
Participate, establish, and ensure the measuring,	0	0	3	2	3.40	5
Ensure the incorporation and utilization of best	0	0	3	2	3.40	5
Other (please specify)						1
					<i>answered question</i>	<b>5</b>
					<i>skipped question</i>	<b>30</b>

#### Financial Planning and Management Skills To what degree are you able to effectively...

Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Develop and maintain partnerships with agencies	0	0	2	3	3.60	5
Develop and defend a programmatic and	0	0	4	1	3.20	5
Ensures that programs are managed with current and	0	0	4	1	3.20	5
Identify, develop and critique strategies for	0	0	4	1	3.20	5
Evaluate program performance	0	0	3	2	3.40	5
Use evaluation results to improve program	0	0	2	3	3.60	5
Apply basic human relations skills to the management	0	0	1	4	3.80	5
Incorporate data and information to improve	0	0	2	3	3.60	5
Use cost-effectiveness, cost-benefit, and cost-utility	0	0	2	3	3.60	5
Other (please specify)						0
					<i>answered question</i>	<b>5</b>
					<i>skipped question</i>	<b>30</b>

#### Policy Development/Program Planning Skills To what degree are you able to effectively...

Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Analyze and evaluate information relevant to specific	0	1	1	3	3.40	5
Determine the feasibility and implications of policy	0	1	1	3	3.40	5
Develop and implement policy for the public health	0	0	2	3	3.60	5
Manage public health programs consistent with public	0	0	2	3	3.60	5
Develop mechanisms to monitor and evaluate	0	0	2	3	3.60	5
Implement organizational and system-wide strategies	0	0	2	3	3.60	5
Other (please specify)						0
					<i>answered question</i>	<b>5</b>
					<i>skipped question</i>	<b>30</b>

## Appendix D: Employee Survey Results

Public Health Sciences Skills To what degree are you able to effectively...						
Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Relate public health science skills to the Core Public	2	13	7	1	2.30	23
Identify and apply the basic public health sciences	4	7	10	2	2.43	23
Conduct a comprehensive review of the scientific	5	7	7	3	2.36	22
Retrieve scientific evidence from a variety of viable	3	5	4	10	2.95	22
Determine the limitations of research findings (e.g.,	5	7	6	4	2.41	22
Describe the laws, regulations, policies, and	3	6	8	5	2.68	22
Other (please specify)						1
					<b>answered question</b>	<b>23</b>
					<b>skipped question</b>	<b>12</b>

Communication Skills To what degree are you able to effectively...						
Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Communicate with diverse groups in writing and orally,	1	1	7	14	3.48	23
Identify and assess health literacy of populations	2	6	9	6	2.83	23
Convey public health information using a variety of	0	2	11	10	3.35	23
Participate in the development of demographic,	4	7	8	4	2.52	23
Apply communication strategies (e.g. principled	0	4	11	8	3.17	23
Identify community resources and direct appropriately	0	5	9	9	3.17	23
Understand and apply relevant confidentiality and	1	1	9	12	3.39	23
Other (please specify)						1
					<b>answered question</b>	<b>23</b>
					<b>skipped question</b>	<b>12</b>

Dimensions of Practice To what degree are you able to effectively...						
Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Describe the role of CCHHS in relation to other	2	2	8	11	3.22	23
Inform the public and external organizations about	1	4	8	10	3.17	23
Gather input from the community to assist the	4	8	2	9	2.70	23
Establish and maintain linkages with key stakeholders	5	5	6	6	2.59	22
Understand or aware of appropriate responses to	0	2	13	8	3.26	23
Be competent in job-related software applications	0	3	12	8	3.22	23
Other (please specify)						0
					<b>answered question</b>	<b>23</b>
					<b>skipped question</b>	<b>12</b>

## Appendix D: Employee Survey Results

Communication Skills To what degree are you able to effectively...						
Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Communicate with diverse groups in writing and orally,	0	1	2	2	3.20	5
Convey public health information using a variety of	1	1	2	1	2.60	5
Participate in the development of demographic,	0	3	2	0	2.40	5
Apply communication strategies (e.g. principled	0	2	0	3	3.20	5
Identify community resources and direct appropriately	0	1	1	3	3.40	5
Understand and apply relevant confidentiality and	0	1	0	4	3.60	5
Other (please specify)						0
<b>answered question</b>						<b>5</b>
<b>skipped question</b>						<b>30</b>

Cultural Competency Skills To what degree are you able to effectively...						
Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Use strategies for interacting with persons from	0	1	1	3	3.40	5
Recognize the role of cultural, social, and behavioral	0	2	1	2	3.00	5
Respond to diverse needs that are the result of	0	1	2	2	3.20	5
Contribute to the cultural competence of the public	0	1	3	1	3.00	5
Other (please specify)						0
<b>answered question</b>						<b>5</b>
<b>skipped question</b>						<b>30</b>

Dimensions of Practice To what degree are you able to effectively...						
Answer Options	None	Aware	Knowledgeable	Proficient	Rating Average	Response Count
Describe the role of CCHHS in relation to other	0	2	1	2	3.00	5
Inform the public about policies, programs, and	0	1	3	1	3.00	5
Gather input from the community to assist the	1	1	2	1	2.60	5
Understand or be aware of appropriate responses to	1	2	1	1	2.40	5
Be competent in job-related software applications	0	1	2	2	3.20	5
Other (please specify)						0
<b>answered question</b>						<b>5</b>
<b>skipped question</b>						<b>30</b>

## Appendix D: Employee Survey Results

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General Workforce Skills		
Answer Options	Response Percent	Response Count
Customer service	18.8%	6
Verbal communications	18.8%	6
Writing skills	15.6%	5
Public speaking	28.1%	9
Software applications	37.5%	12
Quality improvement/performance management	37.5%	12
Cultural competency	34.4%	11
Office equipment skills	9.4%	3
Typing skills	3.1%	1
Emergency procedures	25.0%	8
N/A	15.6%	5
Other (please specify)		3
<i>answered question</i>		<b>32</b>
<i>skipped question</i>		<b>3</b>

Management/Administration Skills		
Answer Options	Response Percent	Response Count
Leadership training	40.6%	13
Grant management	50.0%	16
Financial management	34.4%	11
Employee management skills/techniques	28.1%	9
Employment law	21.9%	7
Evaluation and Informatics	12.5%	4
N/A	28.1%	9
Other (please specify)		0
<i>answered question</i>		<b>32</b>
<i>skipped question</i>		<b>3</b>



## Appendix D: Employee Survey Results

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Program Development and Coordination Skills		
Answer Options	Response Percent	Response Count
Program development	34.4%	11
Program implementation and problem solving	31.3%	10
Evaluation and informatics	25.0%	8
Evidence-based practices	34.4%	11
Research practices	31.3%	10
Employee relations	28.1%	9
Continuing education	50.0%	16
N/A	18.8%	6
Other (please specify)		0
<i>answered question</i>		<b>32</b>
<i>skipped question</i>		<b>3</b>

Administrative Support Skills		
Answer Options	Response Percent	Response Count
Office management skills (organization, filing,	12.5%	4
Advanced phone skills	12.5%	4
Administrative support protocols	21.9%	7
N/A	65.6%	21
Other (please specify)		0
<i>answered question</i>		<b>32</b>
<i>skipped question</i>		<b>3</b>

## Appendix D: Employee Survey Results

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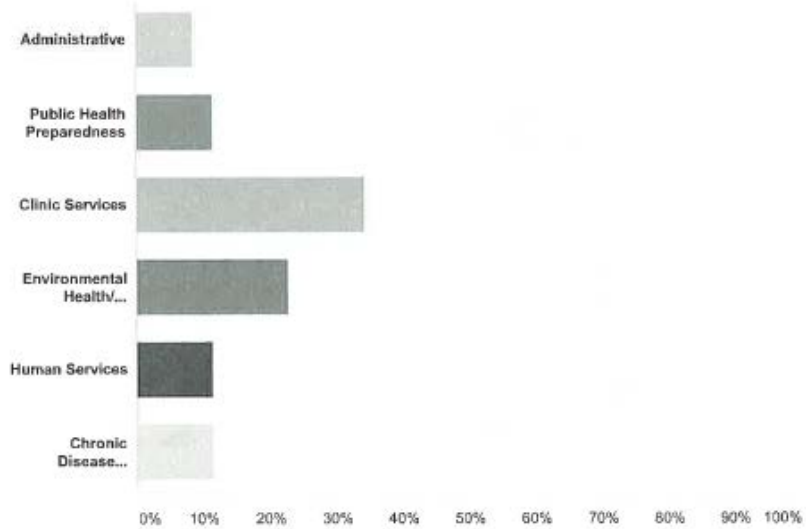
What do you feel are the biggest barriers to receiving any training you may need? Rank the following answers that you feel apply in order 1 through 8. (Your answers will sort themselves out by rank as you choose them)

Answer Options	1	2	3	4	5	6	7	8	Rating Average	Response Count
Funding	15	6	1	7	2	0	1	0	2.34	32
Lack of time	11	8	8	2	1	1	1	0	2.41	32
Notable to leave workstation	0	6	9	9	3	1	4	0	3.88	32
No back-up staffing available	4	5	5	11	4	3	0	0	3.47	32
Grant restrictions	1	6	1	1	15	5	2	1	4.59	32
Training to progress is outside of current scope of	1	0	3	2	4	15	5	2	5.59	32
Lack of supervisory/department support	0	1	3	0	3	7	15	3	6.16	32
Other	0	0	2	0	0	0	4	26	7.56	32
									<i>answered question</i>	<b>32</b>
									<i>skipped question</i>	<b>3</b>

CCHHS Employee Training Survey

**Q1 In what CCHHS Division do you primarily work?**

Answered: 35 Skipped: 0



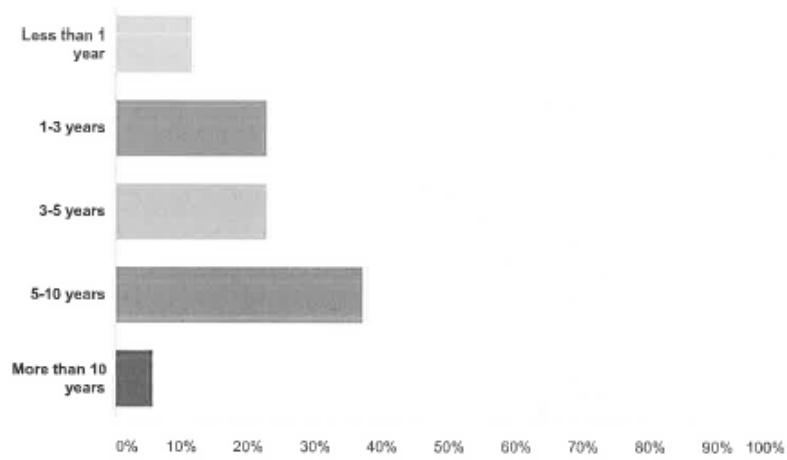
Answer Choices	Responses
Administrative	8.57% 3
Public Health Preparedness	11.43% 4
Clinic Services	34.29% 12
Environmental Health/Epidemiology	22.86% 8
Human Services	11.43% 4
Chronic Disease Prevention/ Health Promotion	11.43% 4
<b>Total</b>	<b>35</b>

(70% return rate)

CCHHS Employee Training Survey

**Q2 How long have you been employed by CCHHS?**

Answered: 35 Skipped: 0

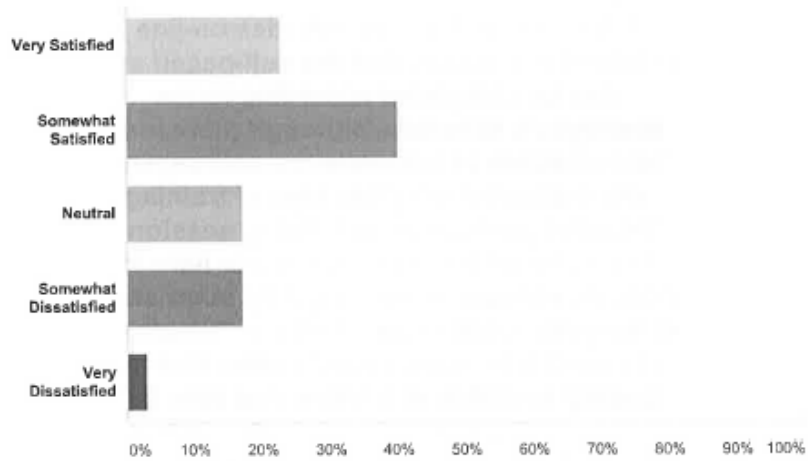


Answer Choices	Responses	
Less than 1 year	11.43%	4
1-3 years	22.86%	8
3-5 years	22.86%	8
5-10 years	37.14%	13
More than 10 years	5.71%	2
<b>Total</b>		<b>35</b>

CCHHS Employee Training Survey

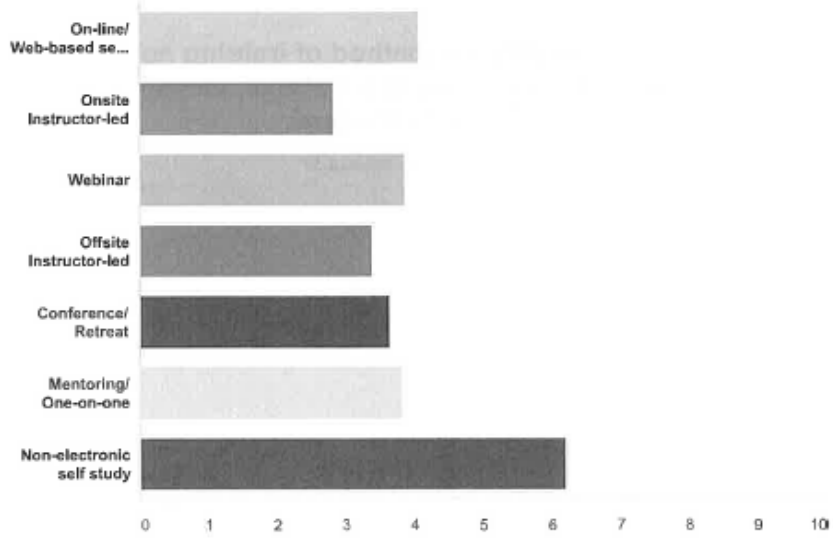
**Q3 Overall, how satisfied are you with the training you receive at CCHHS?**

Answered: 35 Skipped: 0



Answer Choices	Responses	Count
Very Satisfied	22.86%	8
Somewhat Satisfied	40.00%	14
Neutral	17.14%	6
Somewhat Dissatisfied	17.14%	6
Very Dissatisfied	2.86%	1
<b>Total</b>		<b>35</b>

### CCHHS Employee Training Survey

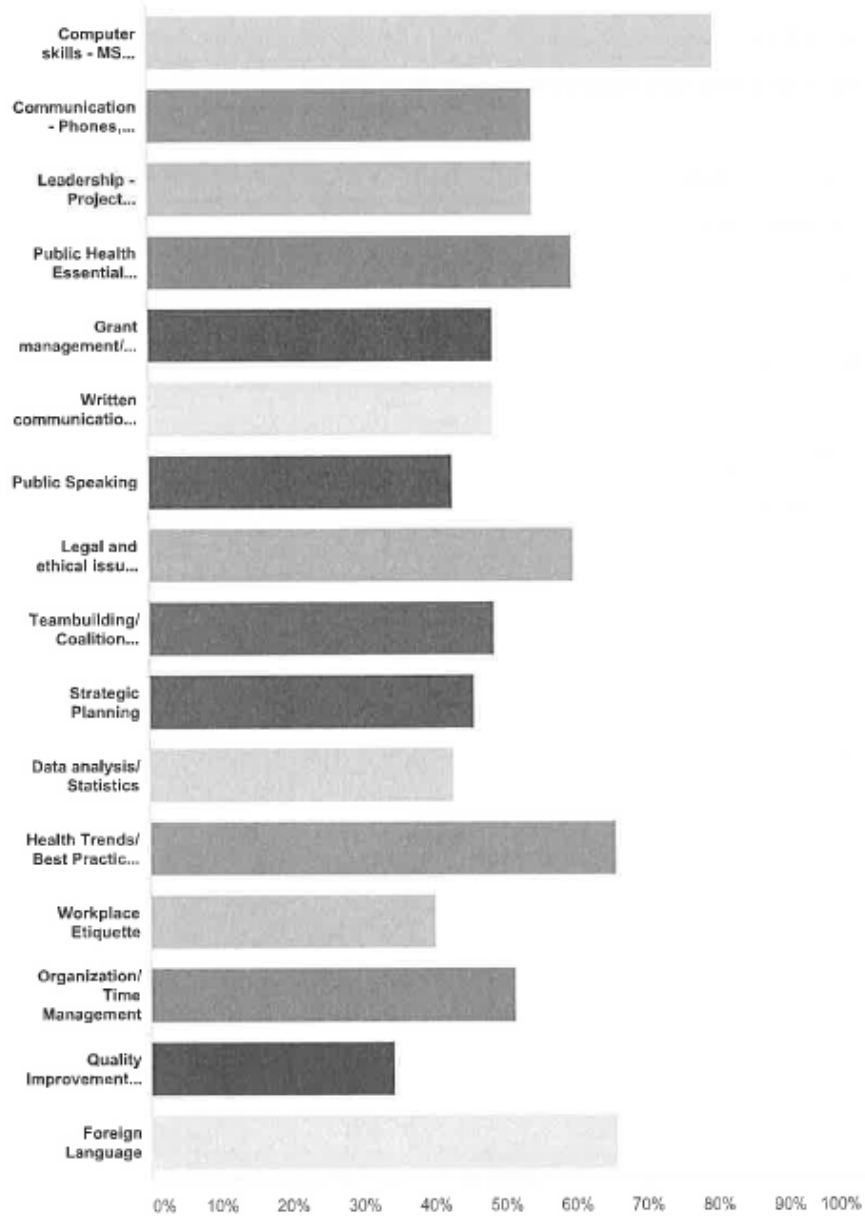


	1	2	3	4	5	6	7	Total	Weighted Average
On-line/ Web-based self study	20.00% 6	13.33% 4	3.33% 1	23.33% 7	10.00% 3	3.33% 1	26.67% 8	30	4.07
Onsite Instructor-led	22.58% 7	19.35% 6	22.58% 7	25.81% 8	9.68% 3	0.00% 0	0.00% 0	31	2.81
Webinar	3.33% 1	23.33% 7	20.00% 6	16.67% 5	16.67% 5	13.33% 4	6.67% 2	30	3.87
Offsite Instructor-led	12.90% 4	12.90% 4	35.48% 11	16.13% 5	9.68% 3	9.68% 3	3.23% 1	31	3.39
Conference/ Retreat	18.18% 6	18.18% 6	12.12% 4	9.09% 3	24.24% 8	12.12% 4	6.06% 2	33	3.64
Mentoring/ One-on-one	21.21% 7	18.18% 6	3.03% 1	9.09% 3	18.18% 6	24.24% 8	6.06% 2	33	3.82
Non-electronic self study	0.00% 0	0.00% 0	6.25% 2	0.00% 0	12.50% 4	31.25% 10	50.00% 16	32	6.19

CCHHS Employee Training Survey

**Q6 If offered, I would attend training on the subjects checked below (Please select all that apply).**

Answered: 35 Skipped: 0



Answer Choices

Responses

7 / 10

### CCHHS Employee Training Survey

Computer skills - MS Office, PowerPoint, Excel, etc...	<b>80.00%</b>	28
Communication - Phones, customer service, conflict resolution, interpersonal communication, etc...	<b>54.29%</b>	19
Leadership - Project Management, program administration, etc..	<b>54.29%</b>	19
Public Health Essential Services	<b>60.00%</b>	21
Grant management/ Budgeting	<b>48.57%</b>	17
Written communication - grant writing, report writing, manuals, policies, articles and press, etc...	<b>48.57%</b>	17
Public Speaking	<b>42.86%</b>	15
Legal and ethical issues in public health	<b>60.00%</b>	21
Teambuilding/ Coalition development	<b>48.57%</b>	17
Strategic Planning	<b>45.71%</b>	16
Data analysis/ Statistics	<b>42.86%</b>	15
Health Trends/ Best Practices/ Current Research	<b>65.71%</b>	23
Workplace Etiquette	<b>40.00%</b>	14
Organization/ Time Management	<b>51.43%</b>	18
Quality Improvement Projects	<b>34.29%</b>	12
Foreign Language	<b>65.71%</b>	23
<b>Total Respondents: 35</b>		