



Public Health



Workforce Development Plan 2022-25

Healthy People in Vibrant Communities

Department of Public Health Vision

DEPARTMENT of PUBLIC HEALTH

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Introduction

The Department of Public Health (DPH) envisions a county with healthy people in vibrant communities. To achieve this, DPH works diligently to deliver essential public health services across the entire county. The Workforce Development Plan (WDP) 2022-2025 outlines the goals and objectives to support and sustain a strong, capable and valued workforce to deliver these services and achieve the [Countywide Vision](#).

In 2021, DPH conducted an assessment to identify gaps in the delivery of essential public health services as well as the morale and climate of the workforce. A gap analysis was conducted and nine gaps were identified (page eight). To address these gaps, DPH has developed goals to improve in the following areas: workplace retention, employee mental health, workplace satisfaction, public health competency and skills development.

The WDP is part of a larger planning framework that includes [2020 Community Health Status Data Report](#), [Community Transformation Plan](#) and the [DPH Strategic Plan](#). The following plans provide structure, direction and alignment to ensure that department operations achieve the DPH vision of healthy people in vibrant communities.



2020 Community Health Status Data Report

Community Health Assessment (CHA)

- Provides a snapshot of the county's health with regards to education, employment, health, wellness, and safety.
- Establishes a health improvement framework to help county departments prioritize actions to improve the quality of life for residents.



Community Transformation Plan

Community Health Improvement Plan (CHIP)

- Developed to drive implementation of the Countywide Vision's wellness element.
- Establishes community health improvement priorities based on data and input from community members gathered during the 2013 CHA.
- Serves as the DPH CHIP.



DPH Strategic Plan

- Defines DPH's priorities and sets goals and objectives to measure progress through 2022.
- Aligns with the Countywide Vision and the Community Transformation Plan
- Drives achievement of DPH's vision and mission.

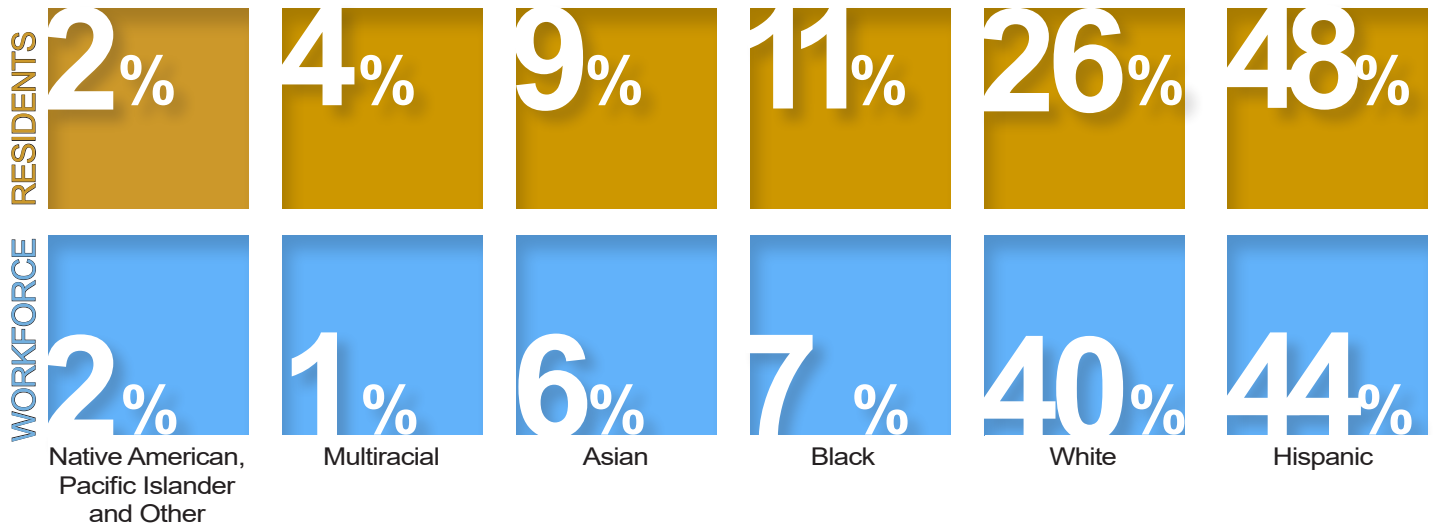


DPH Workforce Development Plan

- Defines goals and objectives for workforce needs.
- Outlines strategies for current and future workforce capacity and competency gaps.
- Aligns with the Countywide Vision, Community Transformation Plan and the Strategic Plan 2019-2022.

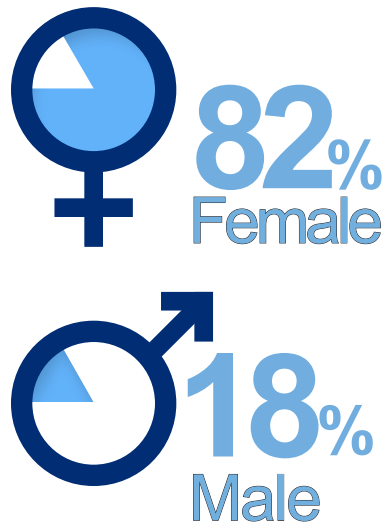
DPH Workforce Data 2021

Demographics by Race Composition*

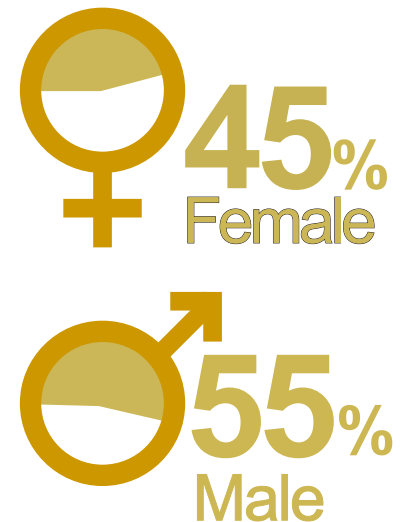


Demographics by Gender Composition*

WORKFORCE



RESIDENTS



967 BUDGETED POSITIONS*



* Source: San Bernardino County Employee Management and Compensation System

DPH Workforce Data 2021

Programs with highest number of vacant positions*



Reasons why employees left DPH**



Workforce Assessment Summary

DPH Workforce Self-Assessment: Methodology

In order to determine the skill level and training needs of the current workforce, the Workforce Assessment was administered to the DPH workforce in July 2021. This assessment was developed using questions derived from the [Core Competencies for Public Health Professionals Self-Assessment](#) and the [Public Health Workforce Interest and Needs Survey \(PH WINS\)](#). The assessment achieved a department-wide response rate of 90%.

In addition to evaluating the skill level and training needs of the current workforce, the Workforce Assessment sought to determine the knowledge and familiarity level of DPH staff with the [Core Competencies for Public Health Professionals](#). The Core Competencies were developed by the Council on Linkages Between Academia and Public Health Practices and are a set of skills specific for the practice of public health. The competencies are organized into the following eight skills:

Skill	Description
Analytical/Assessment	Understanding data to determine what is needed to address community health concerns.
Policy Development/Program Planning	Advocating, planning, implementing and evaluating needed policies and programs for alignment with larger plans.
Communication	Ensuring that information provided to the public is relevant and understandable.
Cultural Competency	Recognizing the diverse needs of different populations both in the community and workforce.
Community Dimensions of Practice	Developing relationships within the community to advance partnerships and community involvement.
Public Health Sciences	Foundational understanding of Public Health Sciences and how they are put into practice.
Financial Planning and Management	Collaborating with other agencies to address community health needs, leveraging funding mechanisms and working with budgets.
Leadership and Systems Thinking	Creating a workplace that promotes growth and collaboration, changes with the needs of the community and is focused on continual improvement.

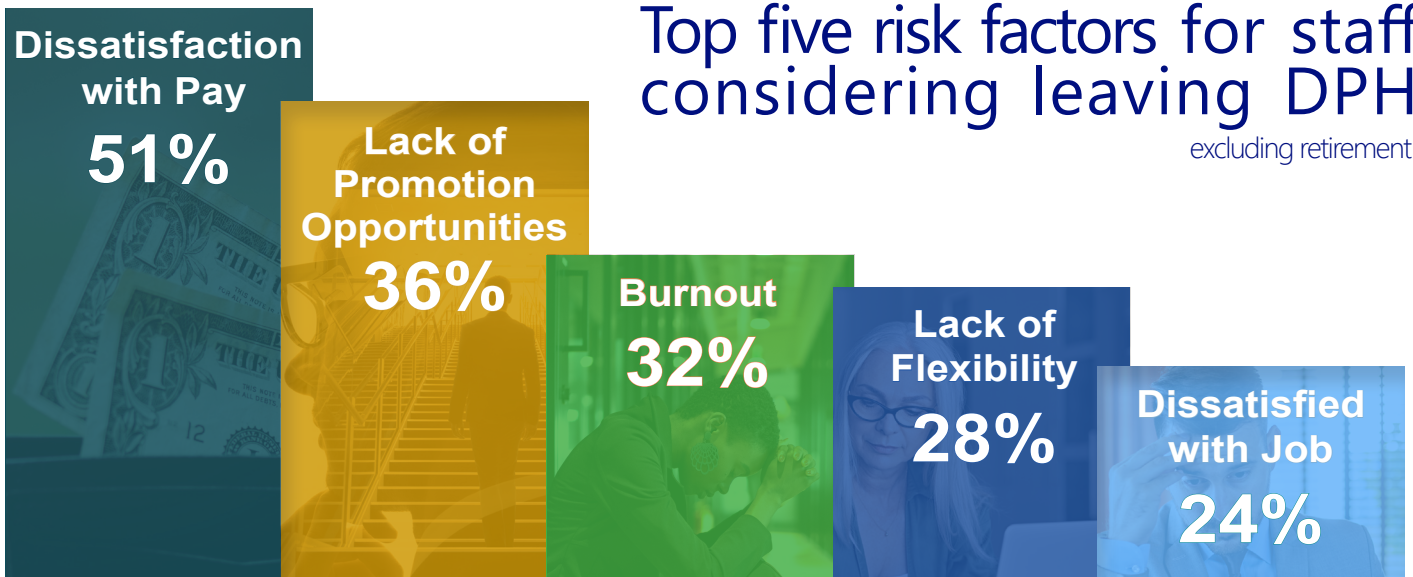


Workforce Assessment Summary

Workplace Satisfaction

186 Employees are considering leaving DPH in the next year

Top five risk factors for staff considering leaving DPH
excluding retirement



Percentage of employees satisfied with their:

Job 76%

Supervisor 74%

Program 70%

Department 64%

Attitudes and feelings during work:

72.8%

The percentage of DPH employees who find satisfaction in their work. They are active and engaged, finding interesting aspects to their work. They manage the pressure of their workload.

46.6%

The percentage of employees who feel emotionally drained and need more time to relax and recover after work than in the past.

Workforce Assessment Summary

Core Competencies

Employees ranked themselves in eight core competency skill areas (page 4) via a series of 56 competency statements. Ranking consisted of four options: 1) None, 2) Aware, 3) Knowledgeable and 4) Proficient. The Workforce Assessment grouped the DPH workforce into the following tiers based on career stages for public health:

- Administrative/Clerical (no community contact)
- Front-line level (direct community contact)
- Program Coordinator/Supervisory level
- Program Manager/Executive level

An analysis was conducted to prioritize improvements in competencies for each tier. The table below illustrates the top three priorities by tier:

	Administrative/ Clerical	Front-line Level	Supervisors/ Coordinators	Program Manager/ Executive Level
Priority 1	Communication	Cultural Competency	Management and Financial Planning	Public Health Sciences
Priority 2	Analytical/ Assessment	Communication	Public Health Sciences	Community Dimensions of Practice
Priority 3	Cultural Competency	Community Dimensions of Practice	Policy Development/ Program Planning	Management and Financial Planning

Workforce Assessment Summary

Skills Self-assessment

Employees were asked to rank themselves, their supervisors and their subordinates (if applicable) to determine training needs in 24 different skill areas. Responses included *Skilled*, *Moderately Skilled* or *Not Skilled*. Analysis was conducted and comparisons made with other skill areas.

The table below illustrates the top three skills needed for each job status, categorized by assessment type.

Administrative/Clerical/ Front-line Level	Supervisors/ Coordinators	Program Manager/ Executive Level
Program Planning 50%	Financial Planning & Budgeting 62%	Grant Proposal Writing 37%
Resource Management 43%	Ethical Decision Making in PH 40%	Data Analytics 15%
Systems Thinking 42%	Data Analytics 31%	Systems Thinking 15%






Workforce Assessment Summary

Gaps and Goals

The following gaps were identified based on the DPH Workforce Assessment results.

- Gap 1: Inadequate and non-operational Workforce Recruitment & Retention Plan and Succession Plan.
- Gap 2: No existing strategy for leadership development.
- Gap 3: Inactive Employee Recognition Program.
- Gap 4: Need for increased learning in Public Health Sciences for supervisors, managers and executive staff.
- Gap 5: Need for increased learning in Cultural Competency for administrative and front-line staff.
- Gap 6: Under-skilled workforce in grant proposal writing, data analytics, systems thinking, and mental health and stress management.

The following four goals have been developed to address the identified gaps:

-  Engage and acknowledge employees
-  Educate workforce in Cultural Competency and Public Health Sciences
-  Increase employee proficiency in key skill areas
-  Reinforce recruitment, retention and succession efforts
-  Attract and recruit a competent male workforce

Objectives

Engage and Acknowledge Employees

Annual Workplace Satisfaction Assessment

The department will conduct an annual Workplace Satisfaction Survey to determine any changes in employee attitudes due to implementation of this plan's strategies and activities.

Objective 1.1: Beginning August 2022 DPH will conduct a Workplace Satisfaction Assessment once a year.

Employee Recognition, Awards and Acknowledgment

The department will increase and broaden its efforts to recognize, award and acknowledge the excellent work being performed by employees. The department will increase communication between leadership and staff through a more robust and effective suggestion tool along with returning to DPH webinars with executive staff.

Objective 1.2: By June 30, 2024, DPH will host an Employee Recognition and Awards Ceremony.

Objective 1.3: By December 31, 2022, 100% of employee submitted suggestions will be acknowledged by the DPH executive team.

Educate Workforce in Cultural Competency and Public Health Sciences

Increase Knowledge in Cultural Competency and Public Health Sciences

DPH will develop department e-learning modules and find cost-saving measures for DPH employees to acquire additional education in Public Health.

Objective 2.1: By June 30, 2023, 90% of new employees will be introduced to cultural competency principles via an e-learning module.

Objective 2.2: By June 30, 2024, two local academic institutions will be contacted to discuss arrangements for DPH employees to acquire public health credits.

Increase Employee Proficiency in Key Skill Areas

Skills development in Grant Writing, Analytics and Systems Thinking:

The Workforce Assessment identified a lack of knowledge in four key skill areas: grant writing, data analysis and analytics, systems thinking and mental health and stress management. The most efficient way to increase skills in these areas is through training of staff who require these skill areas to perform their job function.

Objective 3.1: By June 30, 2024, the department will develop the following four e-learning modules: Grant Writing, Data Analytics, Systems Thinking and Mental Health and Stress Management.

Objectives

Reinforce Recruitment, Retention and Succession Efforts

Reducing Job Vacancies

The department is currently experiencing a vacancy rate of 22% (209 positions) compared to the 2019 vacancy rate of 19%. The average vacancy rate across the United States in the government sector is 12%. In cooperation with the Human Resources Department, DPH will develop an implementation plan to reduce the vacancy rate. This implementation plan will include additional goals, objectives, measures, and monthly evaluations. In addition to this program, DPH will continue to increase internship participation through the addition of learner agreements with both local and online universities.

Objective 4.1: By June 30, 2025, reduce the vacancy job rate to 18%.

Leadership Development Program

The department has a strong desire to promote employees who are familiar with DPH culture and have a passion for serving their community. In alignment with the DPH Succession Plan, the DPH Leadership Development Program will offer employees six months of comprehensive training and practice in areas such as delegation, team motivation, morale and fiscal/budget principles.

Objective 4.2: By June 30, 2025, a minimum of 75 DPH employees will complete the Leadership Development Program (LDP).

Attract and Recruit a Competent Male Workforce

Increase Recruitment Activities for Males

The Equal Opportunity Commission found that male employees are underrepresented at DPH. The department has been asked to increase its efforts to attract and recruit a competent male workforce.

Objective 5.1: By December 31, 2023, the department will implement five recruitment events at identified historically diverse academic and religious institutions.

Additional Initiatives

Health and Wellness Promotion

The department supports its staff in participating in county-wide activities such as: My Health Matters program, Steps to Success program, maternity/pre-maternity classes and gym membership allowances/discount plans. Employees participating in these activities earn incentives and prizes, such as a Fitbit activity tracker for meeting healthy lifestyle milestones. DPH encourages healthy eating habits and outdoor exercise by sharing healthy recipes among staff, promoting informal walking groups during breaks (Moving Monday Meetings) and sharing information about walking/hiking/biking trails located throughout the county.

DPH offers hybrid telework schedules for many positions when remote work does not impact service quality and standards. Telework provides several benefits, such as: reducing transportation costs and carbon footprint, reducing transmission of illnesses, increasing job satisfaction and improving work/life balance.

DPH provides free annual flu clinics for all staff. San Bernardino County also provides paid leave to allow for preventative/restorative care of oneself and/or family members' healthcare needs, including physical, dental and behavioral health.

Workforce Recruitment and Retention

Individuals who are served by an organization with competent staff that resembles their diverse community are more likely to trust and seek help from that organization. In this spirit, DPH developed a Workforce Recruitment and Retention Plan that outlines strategies, activities and resources for recruiting, onboarding and maintaining its workforce.

In partnership with the Human Resources Department, DPH is developing a strategy to increase employee retention rates, decrease vacancies and reduce the time it takes to hire a new employee. The Workforce Development Assessment identified pay, lack of promotional opportunities, burnout, lack of flexibility and job satisfaction as the five primary reasons for considering leaving DPH. The Workforce Development Committee is addressing each of these areas with the purpose of ensuring that DPH remains competitive with other agencies and neighboring counties.

Health Equity

The department is currently in the process of allocating resources to support competency in health equity for program planning and service delivery and creation of a workforce pipeline that will recruit more community members to public health service. DPH plans to execute a comprehensive organizational assessment by the end of 2022 that may identify gaps specifically related to our readiness to address health equity issues as a department. The results will be formulated into actionable goals and objectives. This Workforce Development Plan will include those gaps, goals and objectives in an addendum scheduled for 2023.

Future Planning

Staying on the Cutting Edge

Public health practices are constantly evolving and it is imperative that DPH staff stay current with any changes taking place.

Conferences and Trainings

DPH encourages and offers resources for staff to attend local, state and national level conferences and trainings to ensure the department remains abreast of changes and trends in public health practices. Attending conferences provides staff with fresh information needed to stay innovative and better serve the community.

Technology and Software

Staying ahead of emerging technological trends will remain important as DPH moves into the future. The following are many of the current technological and software improvements DPH has made to ensure relevance:

- **Articulate 360** is a training development tool used to create engaging and impactful virtual e-learning modules for training and education needs throughout the department. DPH is currently converting several instructor-led trainings into easy and accessible e-learning modules designed for distance learning.
- **Environmental Systems Research Institute (ESRI)** Geographic Information Systems (GIS) software allows DPH to conduct spatial analyses, mapping and conduct visualizations through data dashboards. This results in an easy and intuitive user experience when accessing county maps, tables, graphs and data.
- **Microsoft PowerApps** enables DPH to develop a new paperless Request to Fill (RTF) process which simplifies and quickens the hiring process. This same technology will be used to update and improve current internal methods of document routing.
- **Qualtrics** is a survey tool used within the department to assess workplace satisfaction, competency and skills. It is also used in our Mentoring Program, New Employee Orientation program and internship and development program.
- **Statistical Analysis System (SAS)** and **Python** are analytic and coding tools used by DPH to extract, clean, transform, analyze and visualize data. This software helps to ensure that DPH is making confident and accurate data driven decisions which improve the services we offer to the community.
- **SmartSheet** is a powerful data collection, management and reporting tool currently used to automate processes during the COVID-19 response, our Internship and Volunteer Program and our Strategic Plan.
- **Zoom** is used as our primary method for virtual meetings, trainings and webinars. DPH has been using Zoom since July 2019.

Conclusion

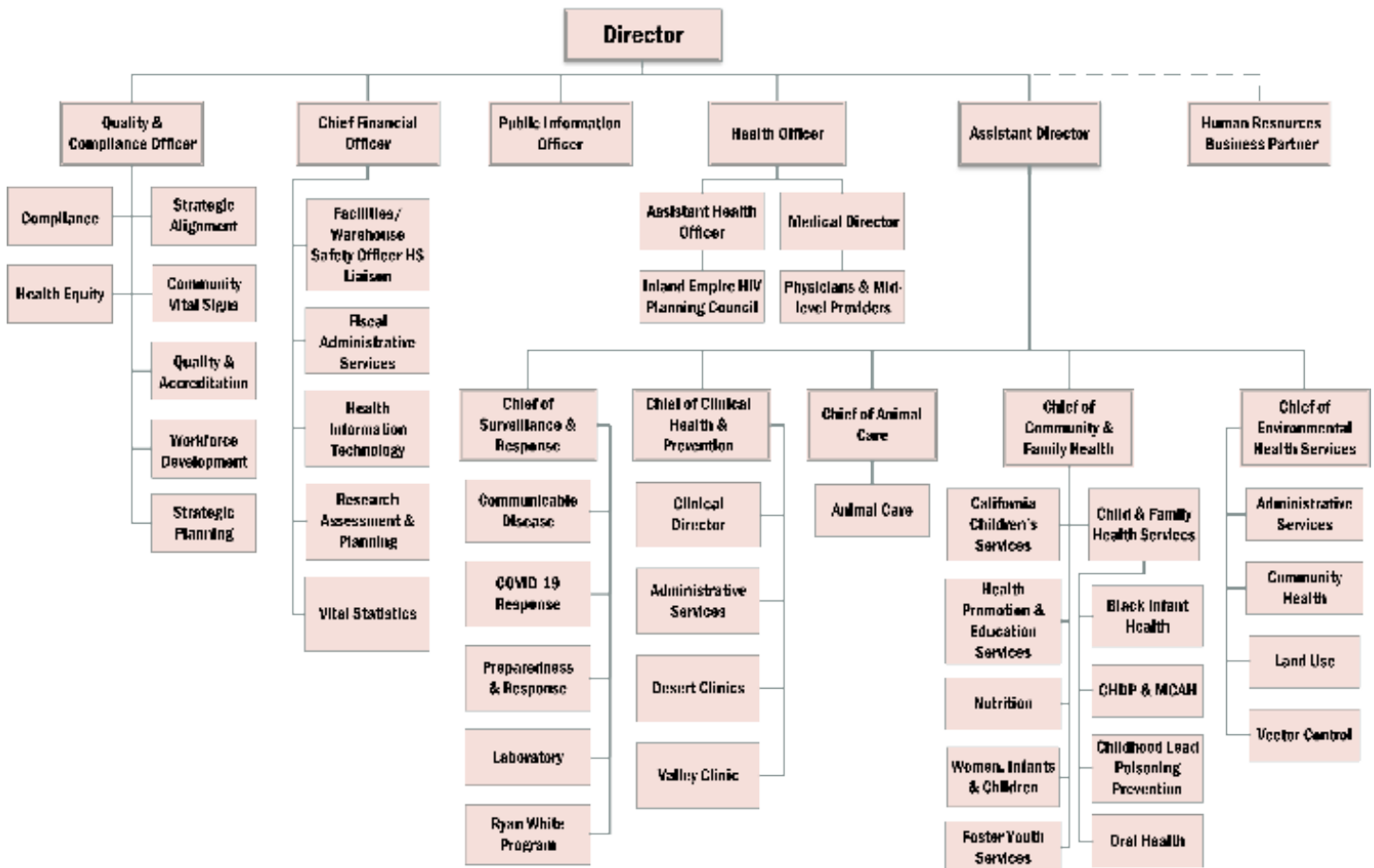
This plan is used as a guide to drive workforce development efforts through June 2025. Future iterations of this plan will continue to use workforce assessments to identify and address new challenges and needs. Staff are encouraged to reach out to their supervisors or the Workforce Development Committee to communicate new and innovative ideas that will have a positive impact on their teams or the work environment. DPH is committed to helping staff emerge as competent and highly skilled future leaders, both within the department and throughout San Bernardino County. In this way, the county will continue to have a highly trained and engaged workforce dedicated to supporting healthy people in vibrant communities.



Appendices

Appendix A

DPH Organizational Chart



Revised 06/17/2022



Public Health

Goals and Objectives

Objective	Indicator
ENGAGE AND ACKNOWLEDGE EMPLOYEES	
Objective 1.1: Beginning August, 2022, DPH will conduct a Workplace Satisfaction Assessment once a year.	# of assessments
Objective 1.2: By June 30, 2024, DPH will host an Employee Recognition and Awards Ceremony.	# of ceremonies
Objective 1.3: By December 31, 2022, 100% of employee submitted suggestions will be acknowledged by the DPH executive team.	# of acknowledgments
EDUCATE WORKFORCE IN CULTURAL COMPETENCY AND PUBLIC HEALTH SCIENCES	
Objective 2.1: By June 30, 2023, 90% of new employees will be introduced to cultural competency principles via an e-learning module.	# of new employees who have completed training
Objective 2.2: By June 30, 2024, a brief Public Health Science topic will be shared at 25 weekly program leadership huddles.	# of huddles with a Public Health Science topic
INCREASE EMPLOYEE PROFICIENCY IN KEY SKILL AREAS	
Objective 3.1: By June 30, 2024, the department will develop the following four e-learning modules: Grant Writing, Data Analytics, Systems Thinking, Mental Health and Stress Management	# of e-learning modules created
REINFORCE RECRUITMENT, RETENTION AND SUCCESSION EFFORTS	
Objective 4.1: By June 30, 2025, the department will decrease the percentage of vacancies to 18%.	% of vacant positions
Objective 4.2: By June 30, 2025, a minimum of 75 DPH employees will complete the Leadership Development Program (LDP).	# of employees who have completed LDP
EFFECTIVELY ATTRACT AND RECRUIT A COMPETENT MALE WORKFORCE	
Objective 5.1: By June 31, 2023, The department will establish relationships with five historically diverse academic and religious institutions and their chartered clubs and organizations.	# of new academic and religious institutions, clubs, and organizations
Objective 5.2: By December 31, 2023, the department will implement five recruitment events at identified historically diverse academic and religious institutions.	# of recruitment events

Organizational Responsibilities

Staff	Responsibilities
Executive Team	<ul style="list-style-type: none">• Provide direction for implementation for the Workforce Development Plan• Allocate resources for workforce activities• Support workforce initiatives• Ensure that workforce development efforts are fostered throughout DPH• Mentor staff
All Staff	<ul style="list-style-type: none">• Complete mandatory trainings• Participate and report progress in workforce development activities• Utilize professional development opportunities
Workforce Development Committee	<ul style="list-style-type: none">• Manage and implement the objectives outlined in the Workforce Development Plan• Make recommendations to the executive team• Oversee workforce development activities• Review the Workforce Development Plan every two years
Health Equity and Diversity Committee	<ul style="list-style-type: none">• Make recommendations to the executive team• Oversee committee activities related to workforce diversity• Ensure recruitment efforts are in alignment with Equal Opportunity Commission guidance and recommendations
Program Leadership	<ul style="list-style-type: none">• Support workforce development activities• Ensure staff are taking advantage of professional development opportunities• Conducting IDP and Stay Interviews with staff• Mentor staff
Workforce Development Project Coordinator	<ul style="list-style-type: none">• Oversee workforce development activities and trainings• Support both the Workforce Development Committee and Health Equity and Diversity Committee• Identify resources and best practices related to workforce development• Ensure the Workforce Development Plan aligns with the Public Health Accreditation Boards (PHAB) Standards and Measures and other department plans

Training Schedule

Department Required			
Course	Required Staff	Frequency	Source
County New Employee Orientation	All new employees	Upon hire-once	Enrollment will be managed by HR
New Employee Orientation Module	All new employees	Upon hire-once	PERC
New Employee Orientation	All new employees	Upon hire-once	Workforce Development will email with enrollment information
Disaster Service Worker (DSW)	All staff	Upon hire, every three years	PERC
Driver Awareness	All staff driving on behalf of DPH	Every four years if needed	Risk Management
Care of the Back	All staff in a work environment that requires lifting and for staff with previous or current back injuries/discomfort	Once, as required	Risk Management
SBSafe Initiative (Module 1)	All staff	Upon hire-once	PERC
SBSafe Initiative (Module 2)	All staff	Upon hire-once	PERC
SBSafe Initiative (Module 3)	All staff	Upon hire-once	PERC
HIPAA Training - 2021	All staff in HIPAA covered programs	Upon hire, every two years	PERC
DPH Privacy and Security Training 2021	All staff in non-HIPAA Covered Programs	Upon hire, every two years	PERC
CDPH Confidentiality & Security Training	All staff required to access confidential HIV/ AIDS surveillance data	Once, as required	PERC
Bloodborne Pathogen Training 2022	All staff that may have contact with blood or potential infection material in the course of their job duties	Upon hire, annually	PERC
SB1343 Harassment Training: Non-Supervisory	All staff	Upon hire, every two years	PERC
SB1343 Harassment Training: Supervisory and Leads	Supervisors and lead staff	Upon hire, every two years	PERC
HS Ergonomics Fundamentals (HSERGOFUN)	All staff with assigned workstations	Within 45 days of hire, every three years	PERC
HS Tier Two Ergonomics Assessment (HSERGO202)	Supervisors, managers and designers	Within 45 days of hire, every three years	PERC
New Telework Users Training	All staff offered a telework schedule	Prior to commencement of telework- once	PERC

Training Schedule, continued

Department Required, Continued			
Course	Required Staff	Frequency	Source
Managing and Evaluating Teleworker Performance	Supervisors and above with teleworking staff	Prior to commencement of telework-once	PERC
ICS 100 Training	All staff	Upon hire-once	PERC
ICS 200 Training	Supervisors	Upon hire or promotion-once	PERC
ICS 700 Training	All staff	Upon hire-once	PERC
ICS 800 Training	Supervisors	Upon hire or promotion-once	PERC
ICS 300: Intermediate Introduction	Selected staff	Once	PRP will email with enrollment information
ICS 400: Advanced Introduction	Selected staff	Once	PRP will email with enrollment information
Fundamentals of Supervision Series I	Supervisors	Upon hire or promotion-once	PERC
Fundamentals of Supervision Series II	Supervisors	Upon hire or promotion-once	PERC
Fundamentals of Management I	Managers	Upon hire or promotion-once	PERC
Fundamentals of Management II	Managers	Upon hire or promotion-once	PERC
Introduction to Quality Improvement	All staff	Upon hire-once (optional)	PERC
Introduction to Plan,Do,Study, Act (PDSA)	All staff	Upon hire-once (optional)	PERC



Workforce Development Plan 2022-2025

Revision History

Date	Revision	Description	Page Number(s)
07/01/2016	1.0	This was the first publication of the DPH WDP.	
07/31/2019	2.0	Revised entire plan to showcase assessment gaps and new WDP goals, strategies and objectives developed for 2019-2021.	1-14
04/25/2022	3.0	Revised entire plan based on new assessment data, goals, strategies and objectives for 2021-2022.	All pages