PH WINS AND WORKFORCE DEVELOPMENT IN TEXAS

March 2, 2020
3:00-4:15pm
Kris Risley, DrPH, CPCC
Managing Director for Workforce
THE DE BEAUMONT FOUNDATION

Our Mission

To advance policy, build partnerships, and strengthen public health to create communities where people can achieve their best possible health.

Policy  Partnerships  People
AGENDA

I. Findings from PH WINS
II. State and Local Governmental Workforce Trends and Private Sector Workforce Trends
III. National Public Health Workforce Development Efforts to address PH WINS Findings
IV. What’s Happening in Texas to Develop the Workforce
V. Summary and Reflection
BEFORE WE GET STARTED

• Turn to the person next to you and share:

What is the best thing that happened to you last week?

What is the most funny thing you saw at work last week?
PH WINS
PH WINS GOALS

• Help health agencies understand workforce strengths, gaps, and opportunities to improve skills, training, and employee engagement

• Inform and guide future workforce research and development, such as recruitment and retention efforts

• Support the workforce in modernizing their traditional public health roles to meet the evolving needs of the public

• Identify demographic trends and their implications for the workforce
MOTIVATION

NATIONAL CONSORTIUM FOR PUBLIC HEALTH WORKFORCE DEVELOPMENT

- American Public Health Association (APHA)
- Association of Maternal and Child Health Programs (AMCHP)
- Association of Public Health Laboratories (APHL)
- Association of Schools and Programs of Public Health (ASPPH)
- Association of State and Territorial Health Officials (ASTHO)
- Centers for Disease Control and Prevention (CDC)
- Council of State and Territorial Health Officials (CSTE)
- Health Services and Resources Administration (HRSA)
- National Association of County and City Health Officials (NACCHO)
- National Network of Public Health Institutes (NNPHI)
- Public Health Foundation (PHF)
MOTIVATION

Thinking Beyond the Silos: Emerging Priorities in Workforce Development for State and Local Government Public Health Agencies

Nancy J. Kaufman, RN, MS; Brian C. Castrucci, MA; Jim Pearsol, ME; Jonathon P. Leider, PhD; Katie Sellers, DrPH; Ira R. Kaufman, MS; Lacy M. Fehrenbach, MPH, CPH; Rivka Liss-Levinson, PhD; Melissa Lewis, MPH; Paul E. Jarris, MD; James B. Sprague, MD
PH WINS FACTS

• Fielded in 2014 & 2017

• Four Domains
  1. Workplace engagement
  2. Training needs
  3. Emerging trends in public health
  4. Demographics

• Some changes were made to the instrument between 2014 and 2017. The most significant changes were made to the training needs section.
PH WINS Results
Who is the public health workforce?

Proportion of staff by supervisory status

<table>
<thead>
<tr>
<th>Non-supervisor</th>
<th>National LHD</th>
<th>National BCHC</th>
<th>National LHD</th>
<th>National BCHC</th>
<th>National LHD</th>
<th>National BCHC</th>
<th>National LHD</th>
<th>National BCHC</th>
</tr>
</thead>
<tbody>
<tr>
<td>73%</td>
<td>73%</td>
<td>73%</td>
<td>72%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>8%</td>
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</tr>
<tr>
<td>Supervisor</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>9%</td>
<td>9%</td>
<td>2%</td>
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</tr>
<tr>
<td>National LHD</td>
<td>8%</td>
<td>8%</td>
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<td>9%</td>
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<td>9%</td>
<td>2%</td>
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<tr>
<td>National BCHC</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
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<tr>
<td>National</td>
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deBeaumont.org
Who is the public health workforce?

Proportion of workforce by tenure at health department (years)

- **0-5 years**
  - Local National: 41%
  - BCHC National: 43%
  - HHS Region 6: 46%
  - National: 42%

- **6-10 years**
  - Local National: 19%
  - BCHC National: 17%
  - HHS Region 6: 17%
  - National: 18%

- **11-15 years**
  - Local National: 13%
  - BCHC National: 14%
  - HHS Region 6: 14%
  - National: 13%

- **16-20 years**
  - Local National: 13%
  - BCHC National: 13%
  - HHS Region 6: 10%
  - National: 12%

- **21 or above**
  - Local National: 14%
  - BCHC National: 14%
  - HHS Region 6: 14%
  - National: 14%
Who is the public health workforce?

Proportion of workforce by highest educational degree completed

- No college degree: 20% (National LHD), 16% (National BCHC), 24% (HHS Region 6), 18% (National)
- Associates: 16% (National LHD), 11% (National BCHC), 16% (HHS Region 6), 15% (National)
- Bachelors: 37% (National LHD), 36% (National BCHC), 34% (HHS Region 6), 36% (National)
- Masters: 24% (National LHD), 31% (National BCHC), 23% (HHS Region 6), 26% (National)
- Doctoral: 4% (National LHD), 6% (National BCHC), 4% (HHS Region 6), 5% (National)
Who is the public health workforce?

Proportion of workforce by position type

- Administrative:
  - National LHD: 36%
  - National BCHC: 35%
  - National: 40%

- Clinical and Lab:
  - National LHD: 27%
  - National BCHC: 23%
  - National: 24%

- Public Health Sciences:
  - National LHD: 30%
  - National BCHC: 33%
  - National: 30%

- Social Services and All Other:
  - National LHD: 7%
  - National BCHC: 9%
  - National: 3%

- HHS Region 6:
  - National LHD: 42%
  - National BCHC: 25%
Worker Satisfaction

What is employee satisfaction like among the local public health workforce?

Proportion of local public health workforce that are somewhat or very satisfied with their:

<table>
<thead>
<tr>
<th></th>
<th>Job</th>
<th>Organization</th>
<th>Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>National BCHC Sample</td>
<td>82%</td>
<td>71%</td>
<td>60%</td>
</tr>
<tr>
<td>HHS Region 6 Sample</td>
<td>81%</td>
<td>67%</td>
<td>42%</td>
</tr>
<tr>
<td>National Sample</td>
<td>81%</td>
<td>70%</td>
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Satisfaction

Worker Satisfaction

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<td>70%</td>
<td>48%</td>
</tr>
</tbody>
</table>
Intent to Leave

What does potential turnover look like among the local public health workforce?

Proportion of local public health workforce:

<table>
<thead>
<tr>
<th>Considering leaving in the next year for reasons other than retirement</th>
<th>Considering retiring in the next five years</th>
</tr>
</thead>
<tbody>
<tr>
<td>22%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Top 3 reasons for leaving among the local public health workforce (excluding expected retirements)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>46%</td>
</tr>
<tr>
<td>Lack of Opportunities for Advancement</td>
<td>40%</td>
</tr>
<tr>
<td>Workplace Environment</td>
<td>30%</td>
</tr>
</tbody>
</table>
## Intent to Leave

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<td>20%</td>
</tr>
<tr>
<td>HHS Region 6</td>
<td>29%</td>
<td>23%</td>
</tr>
<tr>
<td>National</td>
<td>25%</td>
<td>22%</td>
</tr>
</tbody>
</table>
Worker Engagement

What is driving engagement among the local public health workforce?

Areas for improvement:

<table>
<thead>
<tr>
<th>PROPORTION OF LOCAL PUBLIC HEALTH WORKFORCE THAT SOMEWHAT/STRONGLY AGREES WITH THE STATEMENT:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I AM DETERMINED TO GIVE MY BEST EFFORT AT WORK EVERY DAY</td>
<td>95%</td>
</tr>
<tr>
<td>THE WORK I DO IS IMPORTANT</td>
<td>95%</td>
</tr>
<tr>
<td>I KNOW HOW MY WORK RELATES TO THE AGENCY’S GOALS AND PRIORITIES</td>
<td>90%</td>
</tr>
<tr>
<td>COMMUNICATION BETWEEN SENIOR LEADERSHIP AND EMPLOYEES IS GOOD IN MY ORGANIZATION</td>
<td>51%</td>
</tr>
<tr>
<td>CREATIVITY AND INNOVATION ARE REWARDED</td>
<td>45%</td>
</tr>
</tbody>
</table>
Creativity and Innovation are Rewarded

Proportion of staff who agree/strongly agree with the statement

- National LHD: 45%
- National BCHC: 45%
- HHS Region 6: 41%
- National: 49%
Training Needs Among Local Public Health Workforce

- Budget and Financial Management: 56%
- Systems and Strategic Thinking: 49%
- Develop a Vision for a Healthy Community: 45%
- Change Management: 45%
- Cross-Sectoral Partnerships: 39%
- Cultural Competency / Competence: 31%
- Data for Decision-Making: 30%
- Effective Communication: 18%
## Training Needs

<table>
<thead>
<tr>
<th></th>
<th>NATIONAL LHD SAMPLE</th>
<th>NATIONAL BCHC SAMPLE</th>
<th>HHS REGION 6 SAMPLE</th>
<th>NATIONAL SAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
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<tr>
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<tr>
<td></td>
<td>Systems and Strategic Thinking</td>
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<tr>
<td>#3</td>
<td><img src="#" alt="Target" /></td>
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<td><img src="#" alt="Target" /></td>
<td><img src="#" alt="Target" /></td>
</tr>
<tr>
<td></td>
<td>Develop a Vision for a Healthy Community</td>
<td>Change Management</td>
<td>Develop a Vision for a Healthy Community</td>
<td>Develop a Vision for a Healthy Community</td>
</tr>
</tbody>
</table>
Budget and Financial Management

Proportion of staff who reported a skill gap in this area

- National LHD: 56%
- National BCHC: 55%
- HHS Region 6: 53%
- National: 55%
Systems and Strategic Thinking

Proportion of staff who reported a skill gap in this area

- National LHD: 49%
- National BCHC: 48%
- HHS Region 6: 45%
- National: 49%
**Change Management**

Proportion of staff who reported a skill gap in this area

- **National LHD**: 45%
- **National BCHC**: 44%
- **HHS Region 6**: 42%
- **National**: 43%
Cross-Sectoral Partnerships

Proportion of staff who reported a skill gap in this area

- National LHD: 39%
- National BCHC: 36%
- HHS Region 6: 36%
- National: 38%
Trends in Public Health

Proportion of staff who believe a concept is somewhat/very important to their work

- Fostering a culture of quality improvement
- Public health and primary care integration
- Evidence-based public health practice
- Cross-jurisdictional sharing
- Multisectoral collaboration
- Health in All Policies

<table>
<thead>
<tr>
<th>Concept</th>
<th>National LHD</th>
<th>National BCHC</th>
<th>HHS Region 6</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fostering a culture of quality improvement</td>
<td>86%</td>
<td>62%</td>
<td>54%</td>
<td>47%</td>
</tr>
<tr>
<td>Public health and primary care integration</td>
<td>83%</td>
<td>62%</td>
<td>55%</td>
<td>48%</td>
</tr>
<tr>
<td>Evidence-based public health practice</td>
<td>81%</td>
<td>73%</td>
<td>47%</td>
<td>43%</td>
</tr>
<tr>
<td>Cross-jurisdictional sharing</td>
<td>77%</td>
<td>77%</td>
<td>48%</td>
<td>43%</td>
</tr>
<tr>
<td>Multisectoral collaboration</td>
<td>75%</td>
<td>67%</td>
<td>43%</td>
<td>35%</td>
</tr>
<tr>
<td>Health in All Policies</td>
<td>66%</td>
<td>61%</td>
<td>36%</td>
<td>35%</td>
</tr>
</tbody>
</table>
Agency Involvement in Social Determinants of Health

Proportion of staff who believe their agency should be somewhat/very involved in affecting:

- Health Equity
- The Quality of Social Support Systems
- K-12 Education
- The Quality of Housing
- The Economy
- The Built Environment
- The Quality of Transportation

National LHD
National BCHC
HHS Region 6
National
COMMENTS AND Q&A
FINDINGS FROM 2019 SURVEY OF PUBLIC SECTOR HUMAN RESOURCES PROFESSIONALS
ABOUT THE SURVEY

PARTNERSHIP
• Center for State and Local Government Excellence (SLGE)
• International Personnel Management Association for Human Resources (IPMA-HR)
• National Association of State Personnel Executives (NASPE)

SURVEY RESPONSE
Survey sent to 7152 members; n=335
78% respondents from Local government (15% from state)
TOP WORKFORCE ISSUES

• Competitive compensation packages – 87%
• Recruitment and retention of qualified staff – 87%
• Employee morale – 86%
• Employee engagement – 84%
• Leadership development – 74%
ATTRACTION RECRUITMENT STRATEGIES

- Flexible schedule (e.g., 4 days, 10 hour days) – 51%
- Flexible work hours – 46%
- Regular telework for eligible positions – 24%
- Benefits Compensation – 88% say competitive with labor market
- Wage Compensation – 56% say competitive with labor market
EFFORTS TO ENCOURAGE EMPLOYEE RETENTION

• Exit Interviews – 69%
• Employee development through in-house training – 67%
• Employee development funds/reimbursement for training/tuition – 63%
• Informational wellness programs – 59%
• Leave benefits (e.g., sick leave banking/donations) – 56%
• Onboarding programs – 53%
• Recognition programs – 53%
• Employee development/leadership development – 50%
STRATEGIES TO COMBAT STRESS AND RETAIN TALENTED EMPLOYEES

• Provide Learning and Growth Opportunities
• Create Cross-Agency Diverse Engagement Teams to Tackle Priorities.
• Use Data to Drive Change and Demonstrate Progress.
• Develop Supportive Relationships.
• Stay Focused on the Mission.
HAPPINESS, FULFILLMENT, WORKPLACE CULTURE

• U.S. declining in happiness over the last decade. [World Happiness Report]
• Fulfillment at work enhances wellbeing and is good for business [BetterUp]
• People will pay for meaningful work. [Shawn Achor]
• People will put up with toxic workplace cultures when work feels meaningful (58% less likely to quit). [BetterUp]

Shawn Achor Ted Talk on Happiness
https://www.ted.com/talks/shawn_achor_the_happy_secret_to_better_work
Also: The Happiness Advantage and Big Potential
HUMAN DEVELOPMENT

• Millennials want professional development and coaching
• People in general want to learn, grow, and develop
  • Deliberatively Developmental Organizations (Kegan and Laskow Lahey)
  • Organizations prosper when they help people grow.
• Inner Work (BetterUp)
  • Work that helps people develop their inner self (e.g., meditation, prayer, nature walks, thinking time between meetings, coaching, therapy)
  • Outer work is fueled by inner work
  • Business improves as employees have greater opportunity to self-actualize (reach their full potential) at work
  • Ultimate retention strategy? People who do their inner work at work, don’t want to leave their jobs.
QUICK TIPS TO AID IN INNER WORK

Here are some ideas to incorporate #InnerWork into your daily routine:

- Meditation
- Contemplation
- Prayer
- Reading
- Time Off
- White Space

Philosophizing
Journaling
Coaching
Therapy
Walking
POWERSFUL COACHING QUESTIONS TO PROMPT INNER WORK AND LEADERSHIP

• What is on your mind?
• What else?
• What is the real challenge here for you?
• What do you want?
• How can I help?
• If you say yes to this, what are you saying no to?
• What was most useful for you?
RANGE OF STRATEGIES TO SUPPORT WORKFORCE DEVELOPMENT

• HR Practices and Policies (e.g., flexible work hours)
• Training and Development Efforts (e.g., technical skills and leadership/strategic skills development)
• Growing and Learning Strategies (e.g., values and vision clarification, encouragement of reflective practices that support individual growth and learning and that ultimately make you a stronger organization because your people are stronger)
COMMENTS AND Q&A
WORKFORCE DEVELOPMENT EFFORTS IN PUBLIC HEALTH
EFFORTS THAT ADDRESS PH WINS FINDINGS

National Attention

- HRSA Bureau of Health Workforce
  - HRSA funded Region 6 South Central Public Health Training Center (Tulane)
- NACCHO
  - Change Management and Adaptive Leadership
- National Network of Public Health Institutes
  - Public Health Learning Network
- Public Health Foundation’s TRAIN Learning Network
- Re-engagement of the National Public Health Workforce Consortium

National Efforts

- Research to Action Program – Recruitment and Retention (org development, HR processes, healing racism, developing leadership)
- BUILD Health Challenge – Cross-Sector Partnerships to improve SDOH
- Public Health Reaching Across Sectors (PHRASES)
- National Maternal and Child Health Workforce Development Center at the University of North Carolina Chapel Hill
- Emerging Leadership in Public Health Program – Kresge Foundation
- BEAM – Building Expertise in Administration and Management
NATIONAL PUBLIC HEALTH WORKFORCE CONSORTIUM: KEY WORKFORCE PRIORITIES

• Coordinated and activated advocacy for funding to increase, train, and develop the public health workforce.

• Improve efforts to recruit and retain the public health workforce, including those within and outside of the government sector, by increasing compensation, providing career advancement opportunities, and modernizing workplace cultures to support the learning, growth and development of all staff.

• High-quality foundational capabilities and strategic skills development relevant for all public health professionals.
RESEARCH TO ACTION

• Leadership development in change management and systems thinking
• Appreciative Inquiry Framework
  • Strengths-based, whole system response to change
• Learning applied to unique recruitment or retention focus
• Ongoing expert coaching to support leadership and project development
• Ongoing webinars to support quality improvement and action learning on teams
• Professional certification in Appreciative Inquiry Change Leadership
APPRECIATIVE APPROACH TO CHANGE

• Focuses on what we do best to address long-standing problems
• To become good or great, we need to ask people to share stories about the times that were good or great. Think about a time when you felt most engaged at work. What was happening that made you feel engaged?
• These stories give us clues about strategies that can move us forward.
  • Think about a time that made you want to stay working at this agency. What was happening that made you want to stay?
• The change process you use to identify strategies to move forward is perhaps more important than the strategies you select to create change.
APPRECIATIVE INQUIRY – A PROCESS FOR LEADING CHANGE

“Appreciative inquiry creates a surge of power and energy that, once liberated, won’t be re-contained. It is through the liberation of this power that Appreciative Inquiry creates a self-perpetuating momentum for positive change.”

~Cooperrider and Whitney
STRENGTH’S BASED INQUIRY: WHAT’S WORKING
AN APPRECIATIVE INQUIRY

• If we want a desired future, we have to identify the desired future and study what gets us there. (a desired future can be developed by looking at the problem/current state)
• What ever we study, we GROW and MOVE in that direction.
• Human systems move in the direction of the questions we ask.
• We begin to create a desired change by asking positively framed questions.
WHAT’S WORKING IN LUBBOCK TX

• Increased cross-sector partnerships – commitment to meeting people and getting a seat at as many tables as possible
  • Hospital CEO now coming to the health department

• Increased partnerships lead to increased funding into the health department

• Increase in FTEs

• Career advancement opportunities for existing staff

• People calling the health department for job opportunities
We have a culture of professional development that lifts up our workforce
HOMEWORK: APPRECIATIVE INTERVIEWS WITH COLLEAGUES

• STAFF MEETING OR WORKSHOP
• Pair up with a partner
• Interviewer ask the interviewee: [15 mins, 7 minutes each direction]
  • Take a minute to think about a peak moment in time or period in time that you felt like you were a valued part of the public health workforce or where you were engaging in work that lifted up the public health workforce. (give 1 minute for interviewee to think of something).
  • Tell me briefly about the moment or period.
  • What made you feel like a valued part of the workforce or made you feel like you were engaging in work that lifted up the workforce?
  • What strengths or assets did you bring to the moment or experience you described?
  • How might this experience help you think (differently or have a different perspective) about workforce development in TX?
TABLE DISCUSSION ABOUT WORKFORCE EXERCISE

• What made you feel like you were a valued part of the workforce or made you feel like you were engaging in something that lifted up the workforce?
• What strengths or assets did you bring to the experience you described?
• How might this experience help you think (differently/have a different perspective) about the BIG OPPORTUNITY you identified earlier?

Document on flipcharts: themes for each of the bullet points above.

REPORT OUT: Each table to share 3 themes from each of the 3 bullet points from above. NOTE: Bullet point 1 may have 6 themes.
LARGE GROUP DISCUSSION

What are the themes that emerged from across all tables?
STRENGTHS-BASED CHANGE APPROACHES

• Appreciative Inquiry: A Positive Revolution in Change.

• The Think Book of Appreciative Inquiry

• The Think Book of SOAR: Building Strengths-Based Strategy
  • https://www.amazon.com/s?k=thin+book+of+soar&ref=nb_sb_noss_2

• Strength-Based Lean Six Sigma
  • https://www.amazon.com/Strength-Based-Lean-Six-Sigma-Improvement/dp/0749469501/ref=sr_1_4?keywords=six+sigma+strengths&qid=158307232&s=books&sr=1-4
COMMENTS AND Q&A
SUMMARY

• We talked about PH WINS being a national survey focused on the interests and needs of the PH workforce
• We explored key findings from PH WINS: National LHD, National BCHC, HHS Region 6
• We looked more broadly at state and local governmental workforce trends based on an 2019 SLGE survey of human resources professionals
• We explored a bit about the future direction of workforce development
• We explored what is working in TX regarding workforce development
FINAL REFLECTION

• What do you want to remember from this session?
• What do you want to discuss with someone else (what and with whom)?
• What additional action steps do you want to take?
• Why did this session matter to you?
THANK YOU