

Cover Sheet for Example Documentation

PHAB Domain 8 Standard 2 Measure 1

Standard and Measures Version 1.5

Indiana State Department of Health

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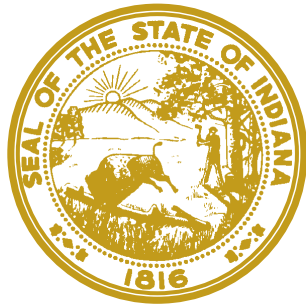
Document Title:	ISDH Workforce Development Plan 2018-2020
Document Date:	June 2018 – June 2020
Required Document:	1 – Workforce Development Plan
Division Ownership:	The Office of Public Health Performance Management
Description of requirement:	<p>The health department must provide a health department-specific workforce development plan. The workforce development plan must:</p> <ul style="list-style-type: none">a. Address the collective capacity and capability of the department workforce and its units - Pageb. Address gaps in capacity and capabilities and include strategies to address them - Pages 11-15 with specific call outsc. Be responsive to the changing environment and include consideration of areas where the technology advances - Pages 15d. Be responsive to the changing environment and include considerations of areas where the field is advancing, - Page 12e. An assessment of current staff competencies against the adopted core competencies - Pagef. Training schedules and a description of the material or topics to be addressed in the training curricula to address gaps in staff competencies – All of goals listed 11-15g. A description of barriers/inhibitors to the achievement of closing gaps or addressing future needs in capacity and capabilities and strategies to address those barriers/inhibitors - Page

INDIANA STATE DEPARTMENT OF HEALTH
WORKFORCE DEVELOPMENT PLAN

JUNE 2018-JUNE 2020



Indiana State
Department of Health



Indiana State
Department of Health

Table of Contents

Agency Profile3
Mission & Vision Statement3
Population Served3
Strategic Priorities3
Governance3
Organizational Structure4
Learning Culture, Adaptation and the Workforce Development Plan4
Workforce Profile5
Workforce Policies5
Workforce Demographics6
Competencies and Educational Requirements7
Current Trainings8
2018-2020 ISDH Workforce Development Goals10
Potential Barriers15
Workforce Assessment and Alignment with ISDH Strategic Planning Goals and Office of Public Health Performance Management Goals16
APPENDIX I – ISDH Organizational Chart18
APPENDIX II – Division and Office-Level Trainings19



Indiana State Department of Health

Agency Profile

Mission & Vision Statement

Vision statement: A healthier and safer Indiana

Mission statement: To promote, protect and improve the health and safety of all Hoosiers.

Population Served

The Indiana State Department of Health (ISDH) is located in Indianapolis, Indiana, and serves the entire state. Local health departments work independently to focus on the needs of each county or municipality. Indiana has 93 local departments in 92 counties throughout the state. Indiana is a decentralized state as local health departments do not report to ISDH. Rather, ISDH provides support as needed to those health departments.

Indiana Fast Facts - US Census Bureau¹

Population Estimate (July 2017) – 6,666,818

- Percent Female: 50.7%
- Percent Male: 49.3%

Race and Hispanic Origin

- White alone 85.6%
- Black or African American 9.7%
- American Indian and Alaska Native alone 0.4%
- Asian alone 2.2%
- Native Hawaiian and Other Pacific Islander alone: 0.1%
- Two or More Races: 2.0%
- Hispanic or Latino: 6.8%
- White alone, not Hispanic or Latino: 79.6

ISDH Strategic Priorities

According to the 2018-2020 Agency Strategic Plan, the ISDH has identified the following strategic priorities

1. Focusing on social determinants of health, specifically access to health care
2. Improving the public health infrastructure, the quality and culture of health
3. Improving health outcomes and reducing health disparities
 - a. Reduce rates of chronic disease
 - b. Address the opioid epidemic
 - c. Improve birth outcomes and reduce infant mortality

Governance

ISDH is an executive branch agency that reports to the Governor. ISDH is advised by an Executive Board comprised of 11 members appointed by the Governor. They include: three (3) licensed physicians, one (1) sanitary engineer, one (1) pharmacist, one (1) dentist, one (1) veterinarian, one (1) registered nurse, one (1) hospital administrator, one (1) health facility administrator, and one (1) other person. The Executive Board is established by Indiana Code 16-19-2-1.

Organizational Structure

Indiana State Department of Health is comprised of four commissions and nine support offices/divisions.

The Commissions include: Health Care Quality and Regulatory Commission, Health and Human Services Commission, Public Health Protection and Laboratory Services Commission, Tobacco Prevention and Cessation Commission.

Support offices/divisions include: Office of Public Health Performance Management, the Epidemiology Resource Center, HIV/STD, Office of Public Affairs, Finance, Office of Legal Affairs, Healthy Hoosiers Foundation, Office of Technology Compliance, and Local Health Department Outreach.

The State Health Commissioner is appointed by the Governor. The State Health Commissioner oversees the Chief Medical Officer, Deputy Commissioner and State Epidemiologist, Chief of Staff, Health and Human Services Commissioner, and Public Health and Laboratory Services Commissioner.

The Chief Medical Officer oversees the following divisions: Tobacco Prevention and Cessation and Health Equity and Minority Wellness.

The Deputy Commissioner/State Epidemiologist oversees the Office of Public Health Performance Management, the Epidemiology Resource Center, and HIV/STD/Viral Hepatitis.

The Chief of Staff oversees the following: Office of Public Affairs, Finance, Office of Legal Affairs, Healthy Hoosiers Foundation, Office of Technology Compliance, and the Healthcare Quality and Regulatory Commission. The Healthcare Quality and Regulatory Commission includes the following divisions: Long-term Care, Acute Care, Vital Records, Program Development and Quality Initiative, and Health Care Education and Quality.

The Health and Human Services Commissioner oversees the following divisions: Women, Infants and Children; Maternal and Child Health; Children's Special Health Care; Women's Health; Chronic Disease; Primary Care and Rural Health; Nutrition and Physical Activity; Oral Health; Trauma and Injury Prevention; Child and Fatality Review; and the Center for Deaf and Hard of Hearing.

The Public Health Protection and Laboratory Services Commissioner oversees the following divisions: Laboratories, Environmental Public Health, Food Protection, Emergency Preparedness, Lead and Healthy Homes and Immunization. (The ISDH organizational chart can be found in Appendix I)

Learning Culture, Adaptation and the Workforce Development Plan

The ISDH continues to promote and provide education opportunities for the public, medical professionals and government employees. Public health practice is constantly evolving and advancing, and the ISDH remains committed to constantly adapting and evolving this plan and its implementation. The ISDH uses the latest technology to communicate and educate our workforce through web-based products, including the Indiana Train (IN-TRAIN) Platform. ISDH is committed to keeping its staff up-to-date in fields that are advancing, including epidemiology, emergency preparedness and cultural competencies. This Workforce Development Plan is never complete but is an ongoing and evolving effort that adapts to new opportunities for the health and wellness of the Hoosier state.

State Employee Demographics

Category	# (%)
# of State Employees:	740
Gender	
Female:	534
Male:	206
Race	
Hispanic or Latino:	11 (1.5%)
American Indian or Alaska Native:	3 (.4%)
Asian:	32 (4.3%)
Black:	90 (12.2%)
Hawaiian or Other Pacific Islander:	0 (0%)
White:	602 (81.4%)
Two or more:	2 (.3%)
Age	
Builders Generation (born 1925-1964):	9
Baby Boomer Generation (born 1947-1964):	304
Generation X (born 1965-1979):	233
Millennial Generation (born 1980-1994):	193
Generation Z (born 1995-2016):	1
Primary Professional Disciplines/Credentials:	
Executive:	3%
Manager:	6%
Supervisor:	15%
Non-Supervisor:	76%
Retention and Tenure	
16 years +:	14%
11-15 years:	9%
6-10 years:	16%
0-5 years:	61%
Contractor Demographics	
ISDH FTE Contractors	164
Gender	
Female	97
Male	31
Gender Unknown	36
Race	
American Indian or Alaska Native	1
Asian	6
Black or African American	13
Hispanic or Latino	3
Two or More Races	5
White	91
Race Unknown	45
Age	
20-40	88
41-60	61
61-75	15

Competencies and Educational Requirements

ISDH has adapted a set of skills for the broad practice of public health, which serves as the framework for ISDH to understand, assess and meet the training needs of its employees. The set of skills has been adapted from the Core Competencies for Public Health Professionals which was developed by the [Council of Linkages between Academia and Public Health Practice](#). These competencies are set up in three different tiers and are composed of eight different dimensions.

Key dimensions for core competencies include:

- Analytical/Assessment
- Policy Development/Program Planning
- Communication
- Cultural Competency
- Community Dimensions of Practice
- Public Health Sciences
- Financial Planning and Management
- Leadership and Systems Thinking

The following is a table of definitions for Core Competencies showing levels of professionalism which will be used when outlining a future implementation plan.

Guidance Definitions for Core Competencies	
Tier 1	<u>Front Line Staff/Entry Level</u> : Core competencies apply to non-management public health professionals who carry out the day-to-day tasks of public health organizations. Responsibilities of these professionals may include data collection and analysis, fieldwork, program planning, outreach, communications, customer service and program support.
Tier 2	<u>Program Management/Supervisory Level</u> : Core competencies apply to the public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing timelines and work plans; making policy recommendations; and providing technical expertise.
Tier 3	<u>Senior Management/Executive Level</u> : Core competencies apply to public health professionals at a senior management level and to leaders of public health organizations. These professionals typically have staff who report to them and may be responsible for overseeing major programs or operations of the organization, setting a strategy and vision for the organization, creating a culture of quality within the organization, and working with the community to improve health.

Current Trainings

The table below shows the current training expectations of all employees. These trainings are required and are considered during annual reviews. Other divisions and offices require a variety of trainings. These can be found in Appendix II.

Training	Who	Competency Addressed	Frequency
HIPAA (Health Insurance Portability and Accountability Act)	All Staff, Interns, Independent Contractors	Policy	Initial Hire
Ethics	All staff	Policy, Leadership	Annually
Sexual Harassment	All staff, Interns, Independent Contractors	Policy	Annually
Public Records	All staff, contractors	Policy	Bi-Annually

Objective 2 – Improve Public Health Sciences Trainings

Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will implement a tracking mechanism of existing trainings to establish a baseline of Continuing Education (CE) offered at ISDH	Excel tool tracking existing CE within the agency	Tracked annually
Strategy 2 - ISDH will expand Continuing Education offerings	Expanded CE will include: QI and LEAN practitioner training, leadership and team facilitation, 4+ division or office specific trainings	Monthly
Strategy 3 - ISDH will work to systematically incorporate CE in policy and process across the agency	Work with executive staff to develop an agency wide CE policy. Include CE in new-hire orientation and supervisor/manager meetings	Bi-weekly, monthly

Objective 3 – Improve Cultural Competency

Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will train staff in, and improve competency of, public health cultural competencies	Cultural competency workshops covering: cultural knowledge and cultural differences, health equity training, strategies for working with racial/ethnic populations, the principles of interpreter services, and discussion of four different cultures (African American, Hispanic/Latino, Asian/Pacific Islander, and American Indian/Alaskan Native)	Monthly

Goal 2: Improve organizational systems and culture to foster a positive and forward-thinking State Health Department (culture of excellence)

Objective 1 - Increase employee buy-in of the Agency mission by improving connection between individual employee work profiles and the overall Agency mission.

Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will develop tools and processes to align division and section level strategic planning with the Agency strategic plan, performance management, and current agency activities to create clear integration with Agency goals and objectives.	Identification and implementation of a strategic planning and performance management tool to begin developing comprehensive alignment within the agency	Bi-monthly
Strategy 2 - ISDH will integrate work profiles/performance appraisals with public health core competencies and ongoing agency strategic planning	Education of supervisors and managers on public health core competencies. Template tools and processes to create and update work profiles/job descriptions to include core competencies	Bi-monthly, starting in 2019

Objective 2 - Support new employees and increase new employee satisfaction

Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will increase and maintain high levels of satisfaction among new staff through integrated on-boarding and orientation.	Measurement of satisfaction through survey tools for new-hires. Onboarding process will include HR, admin/building services information, team-building, and introductions to quality improvement and leadership principles	Bi-weekly
Strategy 2 - ISDH will expand and support the mentorship program among new-hires	Promotion of Mentorship program (described above) at on-boarding/orientation	Bi-weekly

Objective 3 - Increase employee satisfaction		
Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will assess annually the satisfaction of staff to identify gaps, barriers, areas of improvement, and what works.	PH WINS Assessment and/or culture of quality assessment completed	Annually
Strategy 2 - ISDH will integrate the language of "public service" and attitudes related to public service into the internal and external communications of ISDH.	Assessment of service and servant attitude of staff via surveys and focus groups. Integration of service/ public service principles in internal and external communications	Every 6 months
Strategy 3 - ISDH will increase opportunities and events for networking and staff enjoyment	Increased assessment of employee satisfaction at employee events	Bi-monthly
Objective 4 - Increase satisfaction of supervisors and managers		
Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will specifically engage supervisors and managers-staff in professional development	Meetings include: systems thinking, adaptive leadership, quality improvement, agency alignment, public health best practice, 10 essential public health services, etc.	Bi-monthly
Strategy 2 - ISDH will assess and provide strategies to address organizational culture	Culture of Quality Assessment tool	Annually
Strategy 3 - ISDH will implement succession planning strategies	ISDH implementation of the State of Indiana's Monarch Initiative. This initiative includes specific succession planning strategies for state agencies.	January 2019-December 2019

Goal 3 – Improve Indiana’s Public Health Workforce**Objective 1 – Support training of new public health professionals**

Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will support pre-public health professionals by increasing and improving its internship program	More internships offered and more interns placed agency-wide. Inclusion of public health core competencies in internships opportunities	General internship cycle follows 3 semesters, spring (Jan-May), summer (June-August), and fall (Sept-Dec)
Strategy 2 - ISDH will support pre-public health professionals by increasing and improving our engagement with post-secondary public health students	Public health students are invited to engage with agency staff through activities, field-trips, job-shadowing and class presentations.	Quarterly

Objective 2 – Support training of current public health professionals

Strategy	Description of Materials	Schedule
Strategy 1 - ISDH will increase and expand trainings offered to local health departments	Webinars offered to LHDs about QI, leadership, divisional trainings, the annual Public Health Nurses Conference, and information about timely public health issues	Twice-a-year
Strategy 2 - ISDH will increase and expand online and digital workforce development through the INTrain platform.	Increase divisions and offices using INTrain platform for CE and other trainings.	Monthly

Potential Barriers

ISDH remains committed to sustaining and improving its highly trained workforce. However, several potential barriers may impact the agency's ability to close the gaps and reach the identified goals.

External - Changes in state political leadership

Because the State Health Commissioner is appointed by the Governor, changes in state political leadership may cause turnover at the executive staff level. Lack of continuity at the highest levels of leadership can create difficulty in sustaining efforts or create the need to shift priorities.

This Workforce Development (WFD) Plan includes strategies to address this barriers. ISDH will develop tools and processes to align division and section level strategic planning with the agency strategic plan, performance management, and current agency activities to create clear integration with agency goals and objectives. ISDH believes that the development of succession planning tools specific to appointed leadership will improve transitions between administrations and ensure awareness of critical functions.

External - Large public health events/crisis

Unforeseen, large-scale public health events or crises may stretch agency capacity and divert resources from workforce development and training.

This WFD Plan includes strategies to address this barrier. ISDH will increase and expand trainings offered to local health departments and ISDH will increase and expand online and digital workforce development through the INTrain platform. By increasing public health capacity state-wide ISDH will be helping increase local public health practitioners' ability to respond and assist with large-scale public health events and crises.

External - Federal funding and support

ISDH and the Office of Public Health Performance Management rely heavily on federal funds to complete these workforce development goals. Changes in the federal funding levels general support of public health activities may impact ability to achieve workforce development goals.

The Office of Public Health Performance Management with in ISDH is working to address this barrier. They will stay abreast of federal funding conversations, recommendations, and best practices to be as competitive as possible for federal grant dollars.

Internal - High turnover

ISDH has high turnover. While new staff can be an asset in creating new culture, systems and processes, turnover can also be a potential barrier. High turnover means more resources must be used to train new staff in tier 1 competencies rather than focusing on higher level competencies found in tiers 2 and 3.

OPHPM is working on improving succession planning through the Monarch Initiative and believes that better succession planning will help mitigate some negative impacts of turnover. OPHPM will also continue to investigate reasons for high turn-over, particularly with new and low-tenure staff. The reasons for the turn-over are not clear from our data.

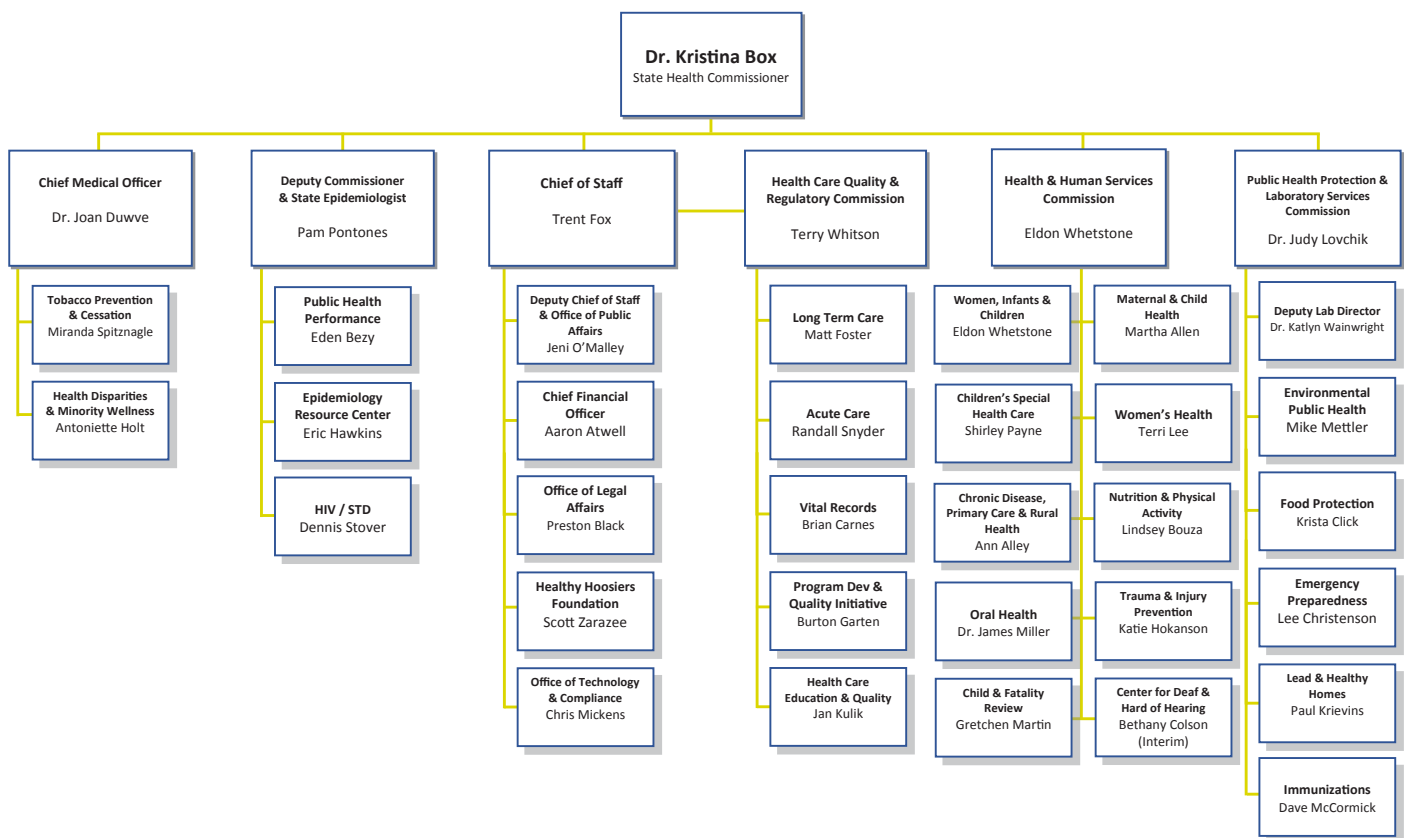
Internal - Support from supervisors and managers

ISDH has identified that supervisors tend to be the most frustrated and unhappy with their work at ISDH. ISDH is focusing significant efforts in this area to help achieve our goals. This WFD Plan has a number of strategies addressing the needs of Supervisors. ISDH will engage supervisors and managers in professional development, provide strategies to address organizational culture, and implement succession planning strategies. Specific focus on this level of employee will yield benefits for supervisor and the teams they lead.

ISDH will implement strategies to increase the workforce's ability to understand, describe, and eventually contribute to these planning and organizational processes.

From our agency strategic planning process we identified the strategy to strengthen internal partnerships. Within the agency, OPHPM identified four of its own goals to build internal understanding: Foster and maintain a culture of quality within the agency, develop and Implement QI processes integrated into organizational practice, programs, processes and interventions, improve workforce development infrastructure, and align the agency toward a shared vision.

Appendix I – Organizational Chart



Updated: 4-16-2018

Appendix II – Division and Office Level Trainings

This table shows the current training expectations of different divisions and offices across ISDH. Depending on the training and program these trainings can be required for staff and can be considered during annual reviews.

Current ISDH Trainings			
Divisions	Staff Members	Training	Duration
Acute Care	Surveyors - Hospitals	Basic ACS	
		Basic Writing	
		Hospital Basic 1	
		Hospital Basic 2	
		Community Health Centers Basic Surveyor Training	
		Psychiatric Residential Treatment Facilities Surveyor Training	
	Surveyors - Hospice; ESRD; HHA	Basic ESRD	
		STAR Training	
		ESRD Annual Update	Annually
		Basic Hospice	
		Basic HHA	
Long Term Care	ICF/IID	Basic ICF/IID	
		Basic Writing	
	LSC	NFPA Certified Fire Inspector 1	
		Basic Life Safety Code Course	
		Abuse and Neglect	
		NFPA 99	
		Fire Safety Evaluation System/Health Care	
		Fire Safety Evaluation System/Board and Care	
		Advanced LSC: Sprinkler Systems	
		Advanced LSC: Fire Alarm Systems	
		Advanced LSC: Building Construction	
	Basic Writing		
	All/unknown	Basic LTC	
		Basic Writing	
		Infection Control - Series of 3 Courses	
		Dementia Training	
		Foundational Investigative Skills	
	Director of Health Care Education	State Training Coordinators Course	
		Federal MDS/RAI	
	Training Manager	State Training Coordinators Course	
	MDS Nurse	Federal MDS/RAI	
	Upper Managers/ Supervisors	AHFSA	
		SADOC/SETI	
	Aspen Course for Beginner		
	Aspen Course for Advanced		

Current ISDH Trainings

Chronic Disease	Primary Care/Rural Health - Cancer Control	Knowledge Services Orientations Training	
		Red Dot Training	
		GW Cancer Center's	
Center for Deaf and Hard of Hearing Education	All Staff	CPR/First Aid	Annually
		FERPA	Annually
Women's Health	All Staff	Leadership At All Levels	
		Facilitation Tutor (http://www.facilitationtutor.com)	
		Rape Prevention and Education Leadership Training Meeting	Annually
Preparedness and Emergency Response Division	All Staff	IS-100.b Introduction to Incident Command System, ICS-100	
		IS-700.a, National Incident Management System (NIMS) an Introduction	
		IS-200.b, ICS for Single Resource and Initial Action Incidents	
		IS-800.b. National Response Framework, an Introduction	
		IS808, Emergency Support Function (ESF) #8 - Public Health Medical Services	
Environment Public Health	Onsite Sewage Systems Program/Plan Review Program	IOWPA Installer Certification	
		IOWPA Inspector Certification	
		Multiple Manufacturers' Certifications	
	General Environmental Health Program	Certified Pool Operator	
		Certified Pool Inspector	
		Recreational Water Illness Certificate	
	Indoor Air Quality	CEU to maintain Industrial Hygienist License	
Water Fluoridation Program	CDC Fluoridation Course		
HIV/STD	STD Prevention Program	STD 101 from www.cdc.gov	
		STD Continuing Education from ww.cdc.gov	
		HIV/STD LHD Training: CT GC Testing for LHD	
		HIV/STD LHD Training: Legal Issues for LHD	
		HIV/STD LHD Training: Lab Issues for LHD	
		HIV/STD LHD Training: STD Resources for LHD	

HIV/STD	STD Prevention Program	Introduction to Public Health Surveillance	
		CDC Online Syphilis Module	
		Taking a Sexual History	
		Working with LGBT Populations	
		National Community Health Partners: Cultural Competency for the Transgender Population	
		Indiana Prevention Resource Center: Introduction to Motivational Interviewing	
		Indiana Prevention Resource Center: Drug Overview: Marijuana	
		Indiana Prevention Resource Center: Drug Overview: Alcohol	
		Indiana Prevention Resource Center: Drug Overview: Prescription Drugs	
		Indiana Prevention Resource Center: Drug Overview: Cocaine	
		Indiana Prevention Resource Center: Drug Overview: Heroin	
		Passport to Partner Services - Track D	
		HIV Counseling Testing and Referral training with ISDH HIV Prevention Program	
		Phlebotomy training with ISDH labs or another qualified agency	
		Blood borne pathogen training	
		HIPPA Training	
		Minor Consent and Child abuse training	
		STD Database Training	
		Electronic Visual Case Analysis Course	
		LIMSNET online laboratory training	

