The Core Competencies for Public Health Professionals

Center for Leadership in Public Health Practice

USF, clphp@health.usf.edu

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Welcome to this public health workforce development webinar entitled “The Core Competencies for Public Health Professionals: Developing a Competent and Qualified Public Health Workforce.”
Before we begin…

- You should see 2 items on your screen: 
  – a display screen on the left,
  – and a control panel on the right.
- If you see only icons on the control panel, 
  click the arrow at the top to expand it.
- On your control panel, please click “View” 
  and then uncheck “Auto-hide the control panel.”

Before we begin...

...a few reminders:

You should see 2 items on your screen – a floating display screen on the left that will show the presentation and a control panel on the right that will allow you to comment or ask questions to be answered at the end of Dr. Troutman’s presentation.

If on the right you are seeing a vertical stack of small icons, your control panel is minimized. Simply click on the arrow at the top of the stack to expand this panel.

Before we go on, please click “View” on your control panel, and then uncheck “Auto-hide the control panel.” This will keep your control panel from hiding from you during the presentation.
Before we begin…

- Microphones will not be active for attendees for this presentation. Please use the chat function in your control panel.
- Dr. Troutman will answer questions at the end.
- Any questions which do not receive answers during the webinar will be reviewed and answered in a subsequent email to all attendees.

Because of the large number of attendees for today’s webinar, we will not be activating the microphones on your control pads. You can, however, communicate by entering questions and comments in the chat window.

At the end of the session, Dr. Troutman will answer questions as time permits. In the event that the webinar goes long, we will follow up with an email listing any remaining questions and Dr. Troutman’s responses.

So, with that little bit of explanation, let’s dive right in, shall we?
Developers

- The USF Florida Public Health Training Center (F-PHTC)
- The Florida Department of Health, Office of Performance and Quality Improvement -- Workforce Development

This webinar is developed and delivered by the Florida Public Health Training Center, which is an activity of the Center for Leadership in Public Health Practice, and is located at the University of South Florida, College of Public Health, in Tampa.

It was developed in collaboration with, the Florida Department of Health, Office of Performance and Quality Improvement--Workforce Development.
Florida Public Health Training Center

• Mission: To develop and strengthen the public health workforce in Florida and nationally by delivering Public Health Core Competency training and educational programs.

• The mission of the Florida Public Health Training Center is to develop and strengthen the public health workforce in Florida and nationally by delivering Public Health Core Competency training and educational programs.
Funding

• The Health Resources and Services Administration through Grant # UB6HP20149.

U.S. Department of Health and Human Services
HRSA
Health Resources and Services Administration

• The funding for this webinar is provided by a federal grant awarded by the Health Resources and Services Administration to the Center for Leadership in Public Health Practice for the Florida Public Health Training Center.
Webinar Objectives

1. Describe the Core Competencies for Public Health Professionals, by:
   - Defining the related key terminology.
   - Reviewing how the Core Competencies are designed for all public health professionals at the various stages of their career.
   - Presenting the Domains of the Core Competencies.

During this webinar, we will meet the following objectives:

- Describe the Core Competencies for Public Health Professionals, by:
  - Defining the related key terminology.
  - Reviewing how the Core Competencies are designed for all public health professionals at the various stages of their career.
  - And, presenting the Domains of the Core Competencies.
2. Describe how the Core Competencies affect public health practice, by:
   - Reviewing why competencies are important to public health practice and workforce development.
   - Identifying ways that the Core Competencies are being used in public health practice and workforce development.

We will describe how the Core Competencies affect public health practice, by:
• Reviewing why competencies are important to public health practice and workforce development.
• And, identifying ways that the Core Competencies are being used in public health practice and workforce development.
3. Review the benefits of the Core Competencies to the public health organization, supervisors, and employees.

4. Describe how the Core Competencies are being used in public health practice and workforce development by:
   - Identifying ways Core Competency tools can be applied in public health practice and the daily work of public health employees.
   - Providing examples of how Florida and other states are using the Core Competencies for Public Health Professionals.

• In addition, we will:
  • Review the benefits of the Core Competencies to the public health organization, supervisors, and employees.
  • And, finally, we will describe how the Core Competencies are being used in public health practice and workforce development by:
    • Identifying ways Core Competency tools can be applied in public health practice and the daily work of public health employees.
    • And, providing examples of how Florida and other states are using the Core Competencies for Public Health Professionals.
It is now my distinct honor to introduce to you the facilitator of today’s webinar, Dr. Adewale Troutman.

Dr. Troutman is a professor at the University of South Florida College of Public Health.

He is the executive director of the Center for Leadership in Public Health Practice, the Center that is sponsoring today’s webinar; as well, he is the executive director of USF’s Public Health Practice Program.

It is important to note that Dr. Troutman currently serves as the president of the American Public Health Association.

Please help me welcome our distinguished facilitator, Dr. Adewale Troutman.
Hello. I am Dr. Adewale Troutman and I am the facilitator for today’s webinar.

Let me begin by providing you with an introduction to the Core Competencies for Public Health Professionals.

In this first section, I will define the key terminology related to the Core Competencies.

I will then provide a detailed overview of the Core Competencies for Public Health Professionals, before introducing you to each of the Core Competency Domains.

Finally, I will conclude this section by providing you with an example of a tier level competency for each of the domains.
So then, let’s define some key terminology related to the Core Competencies for Public Health Professionals.

The terms that I will define are:

- Competency
- Competency Set
- Core Competencies
- Discipline-Specific Competencies
- Cross-Cutting Competencies
- Competency Domain
What Is a Competency?

“What is meant by the term “competency”? It is important to note that there are many definitions of the term competency. Competencies are typically required at different levels of proficiency depending on the specific work role or occupational function. The US Department of Homeland Security defines a competency as “An observable, measurable set of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs to successfully perform work roles or occupational functions.”

(Source: US Department of Homeland Security)
What Is a Competency Set?

- Describes what a public health worker should be able to do or demonstrate.
- Grouped into competency sets differentiated by discipline, professional role, job function, or level of education and/or professional experience.
- Any one competency set may apply broadly to many or all public health workers or be specific to a small subset of workers.
- Many public health competency sets intersect.

• What is a Competency Set?
• A competency set describes what a public health worker should be able to do or demonstrate.
• Individual competencies are grouped into competency sets differentiated by qualifiers such as discipline, professional role, job function, and/or level of education and/or professional experience (e.g., core, cross-cutting, discipline-specific, topical and functional area).
• Any one competency set may apply broadly to many or all public health workers (such as the Core Competencies) or be specific to a small subset of workers (such as discipline-specific competencies).
• It is important to note that many public health competency sets will intersect and that those seeking to plan comprehensive public health workforce development will probably work with multiple competency sets.
What Are the Types of Competency Sets?

• Main public health competency sets:
  – Core
  – Discipline-Specific
  – Cross-Cutting

• Now that the term “competency set” has been defined, what are some of the ways in which competency sets are organized or described?
• In essence, what are the types of competency sets?
• There are many types of competency sets used in Public Health.
• The main competency sets that are used in public health are: Core, Discipline-Specific, and Cross-Cutting.
What Are Core Competencies?

- A set of skills, knowledge, and attitudes necessary for the broad practice of public health.
- Required for all employees, in all positions, throughout the public health organization.

What are Core Competencies?
- Core competencies are competencies that represent a set of skills, knowledge, and attitudes necessary for the broad practice of public health, as they apply to front-line staff, senior-level staff, and supervisory and management staff.
- They are competencies that are required for all employees in all positions throughout the public health organization; although, they may be required at different proficiency levels and in varying degrees based on the position.
- It is important to note that the Core Competencies for Public Health Professionals is the competency set that is the focus of this webinar.
- However, I think that it is important to introduce you to the other types of competency sets developed for public health professionals and used in public health practice.
What Are Discipline-Specific Competencies?

- Competencies that are necessary for specialized roles and the performance of certain jobs within certain public health practice settings.
- Examples (5):
  - Biostatistics
  - Environmental Health Sciences
  - Epidemiology
  - Health Policy and Management
  - Social and Behavioral Sciences

• What are Discipline-Specific competencies?
• Discipline-Specific competencies, in contrast to core competencies, are competencies necessary for specialized roles within public health.
• They are specific competencies that are necessary for the performance of certain jobs within certain public health practice settings.
• Examples of discipline-specific competencies in Public Health include:
  • Biostatistics
  • Environmental Health Sciences
  • Epidemiology
  • Health Policy and Management
  • Social and Behavioral Sciences
The Core Competencies for Public Health Professionals

What Are Cross-Cutting Competencies?

- Interdisciplinary competencies that transcend the boundaries of the specific disciplines within public health and help to unify the practice of public health.
- Examples (7):
  - Communication and Informatics
  - Diversity and Culture
  - Leadership
  - Public Health Biology
  - Professionalism
  - Program Planning
  - Systems Thinking

- What are Cross-Cutting competencies?
- Cross-Cutting competencies are often referred to as interdisciplinary competencies.
- They are competencies that transcend the boundaries of the specific disciplines within public health and help to unify the practice of public health.
- Examples include:
  - Communication and Informatics
  - Diversity and Culture
  - Leadership
  - Public Health Biology
  - Professionalism
  - Program Planning
  - Systems Thinking
• This graphic illustrates the relationship of the main types of public health competency sets: Core, Discipline-Specific and Cross-Cutting.

• Arranged from the most general or broad to the specific:

• Core competencies are developed and appropriate for all public health professionals.

• Cross-cutting competencies span and cut across the various disciplines within public health.

• And discipline-specific competencies are developed specifically for a smaller sub-set of public health professionals.
What Is a Competency Domain?

- Competencies grouped in a large set by the type/area of knowledge or skill involved.

(Source Council on Linkages)

- Regardless of the competency set, individual competencies are organized into “domains.”
- Competency domains are competencies grouped in a large set by the type or area of knowledge or skill involved.
What Are the Core Competencies for Public Health Professionals?

• A set of skills desirable for the broad practice of public health by all public health professionals.
• Characteristics that employees of public health organizations (collectively) may want to possess as they work to protect and promote health in the community.
• A starting point for practice organizations to understand, assess, and meet training and workforce development needs.

(Source: Council on Linkages, 2010)

Now that we defined the key terminology related to, and necessary for, an understanding of the Core Competencies, let me provide you with a detailed overview of the Core Competencies for Public Health Professionals.
• So then, “what are the Core Competencies for Public Health Professionals?”
• They are defined as: “A consensus set of skills desirable for the broad practice of public health by all public health professionals.”
• They reflect the characteristics that employees of public health organizations (collectively) may want to possess as they work to protect and promote health in the community.
• They are designed to serve as a starting point for practice organizations to understand, assess, and meet training and workforce development needs.
When Were the Public Health Core Competencies Developed and By Whom?

- Adopted in April, 2001
- Developed by the Council on Linkages Between Academia and Public Health Practice
- The Council is composed of 19 national public health organizations:
  - APHA - ACPM - NLM
  - ASPH - APTR - NNPHI
  - ASTHO - AAPHP - NLN
  - CDC - APHL - Quad Council
  - HRSA - AUPHA - SOPHE
  - NACCHO - CCPH
  - NALBOH - NEHA

The Core Competencies for Public Health Professionals were developed and adopted in April 2001, by the Council on Linkages Between Academia and Public Health Practice.

- The Council on Linkages is a coalition of representatives from 19 national organizations, to include: the American Public Health Association, the Association of Schools of Public Health, the Association of State and Territorial Health Officials, the Centers for Disease Control and Prevention, the Health Resources and Services Administration, the National Association of County and City Health Officials, the National Association of Local Boards of Health, and the National Public Health Leadership Development Network, just to name some.
Why Were the Public Health Core Competencies Developed?

- To strengthen the public health workforce.
- To ensure that public health agencies can deliver the 10 Essential Public Health Services.
- To understand, assess, and meet education, training, and workforce needs.
- To help create workforce development plans, identify training and workforce development needs, and prepare for accreditation.

(Source: Council on Linkages, 2010)

- So, why were the Public Health Core Competencies developed?
- The original Core Competencies were developed to help strengthen the public health workforce.
- They reflect the skills public health professionals need to protect the nation’s health and to ensure that public health agencies can deliver the 10 Essential Public Health Services.
- They are designed to serve as a starting point for academic and practice organizations to understand, assess, and meet education, training, and workforce needs.
- They serve as a starting point for public health practice and academic organizations as they create workforce development plans, identify training and workforce needs, prepare for accreditation, and more.
Now that we know when, by whom, and why the Core Competencies were developed, let’s look at for whom the Core Competencies were developed.

The Core Competencies for Public Health Professionals are designed for all public health professionals at the various and different stages of their career.
What Are the Core Competency Tiers?

- Competencies are differentiated into one of three tiers by career stages/development.
- Individual competencies within the tiers build upon each other, describing desired skills for professionals at progressive stages of their careers.
- Tier 1 – Entry-Level Employees
- Tier 2 – Supervisors and Managers
- Tier 3 – Senior Managers and Leaders/CEOs

(Source: Council on Linkages, 2010)

- Each Core Competency is differentiated into one of three Tiers which reflect stages of public health career development.
- The individual competencies within the tiers build upon each other, describing desired skills for professionals at progressive stages of their careers.
- Tiers 1, 2 and 3 reflect the Core Competencies that public health professionals at different stages of their career may desire to have.
  - Tier 1 – Entry level employees
  - Tier 2 – Supervisors and managers
  - And, Tier 3 – Senior managers and leaders/CEOs.
Tier 1 Core Competencies: Entry-Level Employees

• Apply to public health employees who carry out the daily tasks of public health organizations and who are not in management positions.
• Responsibilities may include: basic data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.

(Source: Council on Linkages, 2010)

Tier 1 Core Competencies apply to entry-level public health employees who carry out the daily tasks of public health organizations and who are not in management positions. Responsibilities of these public health professionals may include: basic data collection and analysis, fieldwork, program planning, outreach activities, programmatic support, and other organizational tasks.
Tier 2 Core Competencies: Mid-Level Employees – Supervisors & Managers

- Apply to mid-level public health employees who have program management and/or supervisory responsibilities.
- Responsibilities may include: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, presenting arguments and recommendations on policy issues.

(Source: Council on Linkages, 2010)

- Tier 2 (Mid-Tier or Mid-Level) Core Competencies apply to individuals with program management and/or supervisory responsibilities.
- Other responsibilities may include, but are not limited to: program development, program implementation, program evaluation, establishing and maintaining community relations, managing timelines and work plans, and presenting arguments and recommendations on policy issues.
## Tier 3 Core Competencies:
**Senior-Level Employees – Officers, Directors, CEOs**

- Apply to public health employees who are senior level managers and/or leaders of public health organizations.
- Includes individuals who are responsible for the major programs or functions of a public health organization, setting a strategy and vision for the organization, and/or building the organization’s culture. These individuals typically have staff that report to them.
- Examples: health officers, executive directors, and CEOs.

(Source: Council on Linkages, 2010)

### Examples:
- Health officers
- Executive directors
- CEOs

- Lastly, the Tier 3 Core Competencies apply to public health employees who are senior level managers and/or leaders of public health organizations.
- In general, a Tier 3 public health professional includes individuals who are responsible for the major programs or functions of a public health organization, setting a strategy and vision for the organization, and/or building the organization’s culture. These individuals typically have staff that report to them.
- Examples include: health officers, executive directors, and CEOs.
Now that I have introduced you to the Core Competencies for Public Health Professionals, in this section, I will review the Domains and provide you with a practical example of a competency for one of the three tiers in each of the 8 competency skills domains.

As was previously mentioned, the Public Health Core Competencies are grouped into large skill sets or 8 domains by topical areas of knowledge and skill within public health, as well as, into 3 tiers representing the career stages of public health professionals.

The Public Health Core Competencies are organized into 8 Competency Skills Domains:
1. Analytical / Assessment Skills
2. Policy Development / Program Planning Skills
3. Communication Skills
4. Cultural Competency Skills
5. Community Dimensions of Practice Skills
6. Public Health Sciences Skills
7. Financial Planning and Management Skills
8. And, Leadership and Systems Thinking Skills
Competency Domain and Example:  
1. **Analytic /Assessment Skills**

- Competency 1A. Identifies the health status of populations and their related determinants of health and illness.
- Tier 1 Demonstration Example: Given a particular geographic location, the professional searches the Internet and published reports for population-based health indicators and selects those that are associated with a community.

(Source: Council on Linkages, 2012)

- An example of a competency in the Analytic and Assessment Skills Domain is:
- Competency 1A. Identifies the health status of populations and their related determinants of health and illness.
- An example demonstrating the attainment of this core competency for Tier 1 or entry level public health professionals, who carry out the daily tasks of public health organizations and who are not in management positions, is: “Given a particular geographic location, the professional searches the Internet and published reports for population-based health indicators and selects those that are associated with a community.”
Competency Domain and Example:
2. Policy Development/Program Planning Skills

- Competency 2B7. Develops plans to implement policies and programs.
- Tier 2 Demonstration Example: Upon receipt of the new legislative regulations requiring that all public health organization personnel receive training in emergency response competencies related to their position, the professional prepares a plan to implement the training agenda.

(Source: Council on Linkages, 2012)

- An example of a competency in the Policy Development and Program Planning Skills Domain is Competency 2B7. Develops plans to implement policies and programs.
- An example demonstrating the attainment of this core competency for Tier 2 or mid-level public health professionals, who have program management and/or supervisory responsibilities, is: “Upon receipt of the new legislative regulations requiring that all public health organization personnel receive training in emergency response competencies related to their position, the professional prepares a plan to implement the training agenda.”
Competency Domain and Example:
3. Communication Skills

• Competency 3A5. Participates in the development of demographic, statistical, programmatic, and scientific presentations.

• Tier 1 Demonstration Example: Given a data printout and draft manuscript by a program director, the professional reformats the material into a draft poster presentation for use at a public health conference.

(Source: Council on Linkages, 2012)

• An example of a competency in the Communication Skills Domain is Competency 3A5. Participates in the development of demographic, statistical, programmatic, and scientific presentations.

• An example demonstrating the attainment of this core competency for Tier 1 or entry level public health professionals is: “Given a data printout and draft manuscript by a program director, the professional reformats the material into a draft poster presentation for use at a public health conference.”
Competency Domain and Example:
4. Cultural Competency Skills

- Competency 4B2. Considers the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability, and delivery of public health services.
- Tier 2 Demonstration Example: Based upon a review of the populations served by the public health agency, the professional conducts interviews, personal observations, and focus groups to assess their public health needs.

(Source: Council on Linkages, 2012)

- An example of a competency in the Cultural Competency Skills Domain is Competency 4B2. Considers the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services.
- An example demonstrating the attainment of this core competency for Tier 2 or mid-level public health professionals is: “Based upon a review of the populations served by the public health agency, the professional conducts interviews, personal observations, and focus groups to assess their public health needs.”
Competency Domain and Example:
5. Community Dimensions of Practice Skills

- Competency 5C4. Ensures the collaboration and partnerships of key stakeholders through the development of formal and informal agreements.
- Tier 3 Demonstration Example: The professional meets individually with key stakeholders to identify their needs, interests, concerns, and assets that can help to address community needs.

(Source: Council on Linkages, 2012)

- An example of a competency in the Community Dimensions of Practice Skills Domain is Competency 5C4. Ensures the collaboration and partnerships of key stakeholders through the development of formal and informal agreements.
- An example demonstrating the attainment of this core competency for Tier 3 or senior-level public health professionals who are senior managers or leaders is: “The professional meets individually with key stakeholders to identify their needs, interests, concerns, and assets that can help to address community needs.”
Competency Domain and Example:
6. Public Health Science Skills

• Competency 6A5. Describes the scientific evidence related to a public health issue, concern, or intervention.

• Tier 1 Demonstration Example:
  – Program employees are required to take turns responding to public inquiries regarding the new septic tank guidelines.
  – Develops the background science materials to assist in responding to phone calls, developing fact sheets, and creating guide books for plumbing contractors.

(Source: Council on Linkages, 2012)

• An example of a competency in the Public Health Science Skills Domain is Competency 6A5. Describes the scientific evidence related to a public health issue, concern, or intervention.

• An example demonstrating the attainment of this core competency for Tier 1 or entry-level public health professionals is: “The program employees are required to take turns responding to public inquiries regarding the new septic tank guidelines. The professional develops the background science materials to assist in responding to phone calls, developing fact sheets, and creating guide books for plumbing contractors.”
Competency Domain and Example:
7. Financial Planning and Management Skills

• Competency 7B1. Interprets the interrelationships of local, state, and federal public health and health care systems for public health program management.

• Tier 2 Demonstration Example: The professional participates in the development and periodic review of an organizational chart of the public health system related to the community served and uses this information to develop the orientation materials for new hires.

(Source: Council on Linkages, 2012)

• An example of a competency in the Financial Planning and Management Skills domain is Competency 7B1. Interprets the interrelationships of local, state, and federal public health and health care systems for public health program management.

• An example demonstrating the attainment of this core competency for Tier 2 or mid-level public health professionals is: “The professional participates in the development and periodic review of an organizational chart of the public health system related to the community served and uses this information to develop the orientation materials for new hires.”
Competency Domain and Example: 8. Leadership and Systems Thinking Skills

• Competency 8C4. Resolves internal and external problems that may affect the delivery of Essential Public Health Services.
• Tier 3 Demonstration Example: The professional takes a leadership role in addressing root causes of problems to improve community health status and organizational performance.

(Source: Council on Linkages, 2012)

• An example of a competency in the Leadership and Systems Thinking Skills Domain is Competency 8C4. Resolves internal and external problems that may affect the delivery of Essential Public Health Services.
• An example demonstrating the attainment of this core competency for Tier 3 or senior level public health professionals is: “The professional takes a leadership role in addressing root causes of problems to improve community health status and organizational performance.”
The Importance of the Core Competencies to Public Health Practice and Workforce Development

Significance, Rationale, and Practice

• This concludes the first section.
• In this next section, I will review the importance of the Core Competencies to public health practice and in building a competent workforce.
• I will also present ways the Core Competencies are being used in public health practice and workforce development.
Why are Competencies Important to Public Health Practice?

Competencies serve to:
• Unify public health organizations and agencies.
• Determine an organization’s direction.
• Develop an organization’s strategic plan.
• Facilitate communication across programmatic and organizational lines.
• Boost overall organization and workforce performance.
• Develop the public health workforce.

• Let me begin this section by reviewing why Competencies are important to the practice of public health and to workforce development.
• Competencies serve to:
  • Unify public health organizations and agencies.
  • Determine an organization’s direction.
  • Develop an organization’s strategic plan.
  • Facilitate communication across programmatic and organizational lines.
  • Boost overall organization and workforce performance.
  • And, they serve to develop the knowledge and skill of the public health workforce.
Why are Competencies Important to Public Health Workforce Development?

Competencies serve to:
• Build a stronger public health workforce.
• Guide plans for workforce recruitment and development.
• Identify gaps in workforce competence.
• Formulate workforce development plans and training needs.

In addition to public health practice, competencies are also important to workforce development. They serve to:
• Build a stronger public health workforce.
• Guide plans for workforce recruitment and development.
• Identify gaps in workforce competence.
• And formulate workforce development plans and training needs.
What is a Competent Public Health Workforce?

A competent public health workforce is one that …

- Can demonstrate the Core Competencies.
- Has the basic knowledge, skills, attitudes, and abilities that promote the delivery of the Core Functions and the Essential Public Health Services.
- Is culturally competent.
- Is effective.

(Source: Competencies to Curriculum Toolkit, 2008, p. 3)

- A competent public health workforce is one that can demonstrate the Core Competencies; has the basic knowledge, skills, attitudes, and abilities that allow for the delivery of the Core Functions and the Essential Public Health Services in all program areas; and is both culturally competent and effective.
Why a Competent Public Health Workforce?

“A competent public health workforce is a key component to, and the foundation of, a strong national public health infrastructure.”

(Source: Competencies to Curriculum Toolkit, 2008, p. 3)

• So, why is a competent public health workforce important?
• A competent public health workforce is a key component to, and the foundation of, a strong national public health infrastructure.
Why a Competent Public Health Workforce?

- A competent workforce is required for public health organizations to:
  - Meet performance standards.
  - Perform public health core functions.
  - Deliver the Essential Services.
  - Achieve national accreditation.
  - Serve the overall mission of public health.

- Additionally, a competent workforce is required for public health organizations to meet performance standards, perform the public health core functions, deliver the Essential Services, achieve national accreditation, and serve the overall mission of public health.”
How are the Core Competencies Used in Public Health?

• To identify and meet workforce development needs.
  – Over 50% of state and local county health departments and more than 90% of public health academic institutions are using the Core Competencies to identify and meet workforce development needs.

(Source: Council on Linkages, 2010)

• How are the core competencies being used in public health?
• Broadly, the core public health competencies are being used by public health organizations to identify and meet workforce development needs.
  • Over 50% of state and local county health departments and more than 90% of public health academic institutions are using the Core Competencies to identify and meet workforce development needs.
How are the Core Competencies Used in Public Health? Cont.

• To ensure that public health professionals have the skills necessary to assure the delivery of the Essential Public Health Services.
  – *The Core Competencies were mapped with the 10 Essential Services to ensure that they would help build the skills necessary for assuring the delivery of these services.*

(Source: Council on Linkages, 2010)

• The Core Competencies are also being used to ensure that public health professionals have the skills necessary to assure the delivery of the Essential Public Health Services.

• For example: The Core Public Health Competencies were mapped with the 10 Essential Public Health Services to ensure that they would help build the skills necessary for assuring the delivery of these services.
How are the Core Competencies Used in Public Health? Cont.

• To inform discipline-specific competencies, public health program objectives, and accreditation standards and measures.
  – The Core Competencies provide the framework for several sets of discipline-specific competencies and have been incorporated into three Healthy People 2020 objectives and the Public Health Accreditation Board Standards and Measures.

(Source: Council on Linkages, 2010)

• They Core Public Health Competencies are also used to inform discipline-specific competencies, public health program objectives, and accreditation standards and measures.
  • The Core Competencies provide the framework for several sets of discipline-specific competencies and have been incorporated into three Healthy People 2020 objectives and the Public Health Accreditation Board Standards and Measures.
How are the Core Competencies Used in Public Health? Cont.

- To refine personnel systems and serve as a pathway for professional development.
  
  Competencies exist for all levels or tiers of the workforce (entry-, mid-, and senior-level employees) which promotes the development of career ladders and professional development.

(Source: Council on Linkages, 2010)

Additionally, the Core Competencies are being used by public health organizations to refine personnel systems and serve as a pathway for professional development. Competencies exist for all levels or tiers of the workforce – entry-, mid-, and senior-level employees – which promote the development of career ladders and professional development.
How are the Core Competencies Used in Public Health? Cont.

• To determine and develop workforce competency sets.
• To conduct workforce needs assessments and employee self-assessments.
• To develop workforce development and training plans.
• To write position or job descriptions.
• To develop performance objectives, reviews, and evaluations.

More specifically, the Core Competencies are also being used by public health organizations to:

• Determine and develop public health workforce competency sets.
• Conduct workforce needs assessments and employee self-assessments of skills and knowledge needed.
• Develop workforce development and training plans.
• Write position or job descriptions.
• Develop performance objectives, reviews, and evaluations.
How are the Core Competencies Used in Public Health? Cont.

- To recruit, hire, and coach employees.
- To develop new employee orientation.
- To develop and evaluate curricula.
- To develop continuing education and other workforce development programs.
- To prepare for agency accreditation.

The Core Competencies are also being used by public health organizations to:
- Recruit, hire, and coach employees.
- Develop new employee orientation programs.
- Develop and evaluate academic program curricula.
- Develop continuing education and other workforce development programs.
- And last, but certainly not least, to prepare for and facilitate public health agency accreditation.
In the last section, we reviewed the importance of the Core Competencies to public health practice and in building a competent workforce. We also presented ways the Core Competencies are being used in public health.

In this section, we will review the benefits of the Core Competencies to the organization, supervisors, and employees.
What are the Benefits of the Core Competencies?

- Benefits both the public health employee and the organization.
- Minimizes personal judgment and subjectivity.
- Creates a more positive work environment and a stronger relationship between employee and employer.
- Establishes transparent workforce planning, performance standards, performance assessments, and succession plans.
- Assures that the workforce is truly competent to perform essential public health services in all areas of public health practice.

What are the benefits of the Core Competencies in public health?
- There are many advantages of using the Core Competencies.
- In a competency-based training program, both the organization and the employee benefit.
- Personal judgment and subjectivity are minimized, creating a more positive work environment and a stronger relationship between employee and organization.
- This is a result of establishing transparent workforce planning, performance standards, performance assessments, and succession plans.
- Competency-based training also assures that the workforce is truly competent to perform essential public health services in all areas of public health practice.
Let me now review the benefits of the Core Competencies to the public health organization.

- Competency-based training ensures that workforce [training](http://www.thecompetencygroup.com/training-solutions/competency-based-training/advantages-of-competency-based-training.aspx) and professional development activities are cost-effective, goal-oriented, and productive.
- It improves the quality of products and services.
- It increases internal employee mobility and [cross-training](http://www.thecompetencygroup.com/training-solutions/competency-based-training/advantages-of-competency-based-training.aspx), providing the public health organization with a greater ability to scale and flex as needed.
- It standardizes performance across the organization.
- And, it targets specific workforce training needs.
In addition to benefitting the organization, the Core Competencies also provide benefits to the public health supervisor or manager. Benefits of using the Core Competencies include:

• Employees achieve a high level of competence quickly and efficiently.
• They provide job standards and establishes a framework for performance appraisal.
• They also provide a method for gauging an employee’s potential for career advancement.
• And, they improve communication between employees and management.
What are the Benefits of the Core Competencies to the Public Health Supervisor?  

Cont.

• Assess workers’ learning and training needs.
• Record the employee’s acquisition of the skills and knowledge.
• Useful in writing job descriptions and training curricula.
• Reduce stress.

Additional benefits of the Core Competencies to the public health supervisor include that they help:
• Assess workers’ learning and training needs.
• Record the employee’s acquisition of the skills and knowledge.
• Write job descriptions and training curricula.
• And, reduce stress.
What are the Benefits of the Core Competencies to the Public Health Employee?

• Facilitate career growth.
• Help the worker move through a learning continuum and a career path.
• Provide a clear, systematic, and flexible method to acquire new skills and knowledge.
• Provide an opportunity for employees to train at their own pace.
• Increase the potential for job satisfaction and advancement.

There are many benefits of the Core Competencies to the individual public health employee. These benefits include:
• They facilitate career growth.
• They help the worker move through a learning continuum and a career path.
• They provide a clear, systematic, and flexible method to acquire new skills and knowledge.
• They provide an opportunity for employees to train at their own pace.
• And, they increase the potential for job satisfaction and advancement.
What are the Benefits of the Core Competencies to the Public Health Employee? Cont.

- Enable employees to be more proactive by learning additional skills that are valued by the organization.
- Ensure that individual milestones are recorded and acknowledged by the organization.
- Set clear expectations for employees, enabling them to make better decisions and work more effectively.
- Provide documentation of the employee’s acquisition of knowledge, skills, and abilities.
- Increase the flexibility of employee placement.

Additional benefits of the Core Competencies to the Public Health Employee include:
- They enable employees to be more proactive beyond their individual roles by learning additional skills that are valued by the organization.
- They ensure that individual professional development and training milestones are recorded and acknowledged by the organization.
- They set clear expectations for employees, enabling them to make better decisions and work more effectively.
- They provide documentation of the employee’s acquisition of knowledge, skills, and abilities.
- And, they increase the flexibility of employee placement.
• Welcome to the final section, The Application of the Core Competencies in Public Health Practice.
• In this last section, I will present ways that Core Competency tools are applied in public health practice and the daily work of public health employees.
• I will also provide specific examples of how the Florida Department of Health and other public health organizations in Florida, as well as how public health organizations in other states, are using the Core Competencies for Public Health Professionals in public health practice.
Let’s begin this section by reviewing examples of Core Competencies Tools that are used in public health practice and in the daily work of public health employees.

It is important to note that the purpose of the Core Competencies Tools is to help practitioners meet their workforce development needs.

Examples of Core Competency tools include:

- Crosswalks of the Core Competencies to the 10 Essential Public Health Services
- Sample Job Descriptions based upon the Core Competencies
- Competencies Self-Assessment
- Competence Attainment
- And, Quality Improvement Performance Matrices
Website: Public Health Foundation

- www.phf.org
- www.phf.org/resourcestools/pages/core_public_health_competencies.aspx

- These and other Competency Tools are developed by the Public Health Foundation and are available on the Public Health Foundation’s website located at WWW.PHF.ORG.
- For more information about the Core Competencies for Public Health Professionals and/or to access these and other Competency Tools, visit the Public Health Foundation’s website located at WWW.PHF.ORG.
- To download a complete copy of the Core Competency document, visit the web address shown on the screen.
The Core Competencies for Public Health Professionals

Tool: Crosswalk to Essential Services

- Crosswalk of the Core Competencies with the Essential Public Health Services

<table>
<thead>
<tr>
<th>Analytic/Assessment Skills</th>
<th>Essential Public Health Services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 Mentor</td>
</tr>
<tr>
<td>1A1. Identifies the health status of populations and their related determinants of health and illness</td>
<td>X</td>
</tr>
<tr>
<td>1A2. Describes the characteristics of a population-based health problem</td>
<td>X</td>
</tr>
<tr>
<td>1A3. Uses variables that measure public health conditions</td>
<td>X</td>
</tr>
</tbody>
</table>


- The Core Competency tool: “Crosswalk to the Public Health Essential Services” is available online at the web address provided on the previous slide.
- It demonstrates the 10 Essential Services each Public Health Core Competency addresses or meets.
The Core Competencies for Public Health Professionals

**Tool: Sample Job Descriptions**

- Sample job descriptions that incorporate the Core Competencies as key qualifications

Tasks Associated with Functions, Competencies and Skills

- Assures that the Board of Health conducts organizational strategic planning and monitors progress toward strategic goals
- Assures that the Board of Health participates in or leads ongoing community health assessment and planning in partnership with other community stakeholders, e.g., hospitals and other health departments

Competencies and Skills: the Health Commissioner possesses skill levels in these priority Core Competencies for Public Health Professionals appropriate for the senior management level.

Analytical/Assessment Skills

- Reviews health status assessments of populations and their related determinants of health conducted by the Board of Health and other organizations
- Expands access to public health data and information for the Board of Health, staff and public
- Ensures the application of ethical principles in the collection, maintenance, use, and dissemination of data and information
- Integrates the findings from quantitative and qualitative data into organizational operations


The Core Competency tool “Sample Job Descriptions” provides sample job descriptions that incorporate the Core Competencies as key qualifications.
The Core Competencies for Public Health Professionals

**Tool: Competencies Assessment**

- Initiative to link the competency self-assessments to the national public health Learning Management System – “TRAIN”
- Tool to help assess gaps in skills and knowledge related to the Core Competencies and identify training needs

![Part 1. Analytic/Assessment Skills Table]


- The Core Competency Tool “Competencies Assessment” is an initiative to link the competency self-assessments to the national public health Learning Management System called TRAIN, which is maintained by the Public Health Foundation.
- The purpose of this tool is to help assess worker gaps in skills and knowledge related to the Core Competencies and to identify workforce training needs.
The Core Competencies for Public Health Professionals

The Core Competency Tool “Competence Attainment” provides illustrations of how public health professionals can demonstrate competence in a specific competency area.
The Core Competency Tool “Quality Improvement Prioritization Matrix” is used by public health organizations to identify the core competency domains to focus their attention and resources.
Users of the Public Health Core Competencies (National)

- The Los Angeles County Department of Public Health – established public health workforce competency framework.
- The Livingston County (NY) Department of Health – assessed workforce needs and improved performance appraisals.
- The Olmstead County (MN) Public Health Services – updated Performance Appraisal System.

(Source: Public Health Foundation located at http://www.phf.org/resourcetools/Documents/Core_Competencies_Examples.pdf)

- Let me now review specific examples of public health organizations in the U.S. who are using the Core Competencies, competency tools, and the ways in which they are using them.
- The Los Angeles County Department of Public Health established a Workforce Competency Framework for its 4,000 employees. The Workforce Competency Framework uses the Core Competencies’ eight domains and serves as a foundation to guide all planning efforts to promote workforce development.
- The Livingston County Department of Health in New York has used the Core Competencies to improve its performance appraisal form and conduct workforce needs assessment.
- The Olmsted County Public Health Service in Minnesota updated its Performance Evaluation System by incorporating relevant Core Competencies into its system. They used the Model for Improvement to update the Performance Evaluation System as part of a Quality Improvement (QI) initiative.
The Core Competencies for Public Health Professionals

Users of the Public Health Core Competencies (National) Cont.

• The Health Federation of Philadelphia – developed programs and monitored jobs.
• The Utah Department of Health, Division of Community and Family Health Services – developed a self-assessment questionnaire for supervisory and managerial staff.

(Source: Public Health Foundation located at http://www.phf.org/resourcetools/Documents/Core_Competencies_Examples.pdf)

• The Health Federation of Philadelphia applied the Core Competencies to program development and in monitoring jobs.
• The Utah Department of Health, Division of Community and Family Health Services, used the Public Health Core Competencies to develop a self-assessment questionnaire for supervisory and managerial staff to assess their level of competence in each of the eight domains and skill areas. By using the Core Competencies as a training assessment tool, the Division was able to determine which areas their program managers had high levels of competence and where training needs were the greatest. The results of the self-assessment has assisted them in guiding workforce-training development.
Users of the Public Health Core Competencies (Florida)

**EXAMPLE: Florida Department of Health (FDOH)**

- **2011 FDOH Workforce Development Needs Assessment**
  - Determined FDOH level of capacity to fulfill tasks related to Core Competency skills domains.

- **2012-17 Agency Workforce Development Plan**
  - Recognizes Core Competencies in Plan activities.
    - Example: “Identify external lifelong learning opportunities for DOH workforce that are matched with the Core Competencies and 10 Essential Services.”
      - Florida Public Health Training Center’s trainings

• Now, let’s take a look at public health organizations in Florida who are using the Core Competencies and how they are using them.
• The Florida Department of Health, or FDOH, utilized core competencies in the 2011 FDOH Workforce Development Needs Assessment to determine the Department’s level of capacity to perform specific tasks related to the Core Competency skills domains.
• In addition, the 2012 to 2017 Agency Workforce Development Plan incorporates the Core Competencies in the Plan’s workforce development activities. An activity that is described within the plan is to “Identify external lifelong learning opportunities for DOH workforce that are matched with the Core Competencies and 10 Essential Services.”
  Potential external learning opportunities that are appropriate for the workforce and tie in with the Core Competencies could be derived from the Florida Public Health Training Centers and nationally recognized public health agency trainings.
EXAMPLE: Florida Department of Health (FDOH) Cont.

- Office of Performance and Quality Improvement Continuing Education Provider application
  - At least one Core Competency and its associated domain must be tied to the course learning objectives.

As another FDOH example, the Office of Performance and Quality Improvement Continuing Education Provider application requires that at least one Core Competency for Public Health Professionals and its associated skills domain be tied to the course learning objectives. A snapshot of the application that describes this initiative is provided within this slide.
EXAMPLE: USF Florida Public Health Training Center (F-PHTC)

- The mission is to improve the nation’s public health system by strengthening the technical, scientific, managerial, and leadership competencies and capabilities of the current and future public health workforce in Florida and nationally.
- The F-PHTC provides competency-based training and educational programs, based on the Core Competencies for Public Health Professionals.

The Florida Public Health Training Center at the University of South Florida, the developer of this program, uses the Public Health Core Competencies as the foundation for much of its work.

The mission of the Florida Public Health Training Center (F-PHTC) is to improve the nation’s public health system by strengthening the technical, scientific, managerial, and leadership competencies and capabilities of the current and future public health workforce in Florida and nationally.

The F-PHTC provides competency-based training and educational programs, based on the Core Competencies for Public Health Professionals, to broaden the foundational skills and competencies of all public health workers in Florida, including those in medically underserved areas and populations.
EXAMPLE: USF Preparedness and Emergency Response Learning Center (USF PERLC)

• The mission is to improve Florida’s and the nation’s public health and medical preparedness and response capabilities for emergencies by collaboratively developing and delivering Core Competency-based training and education to the public health workforce.

• A key activity is to design, develop, and deliver Public Health Preparedness and Emergency Response Core Competency-based training for Florida’s public health workforce.

Another Florida example is the University of South Florida Preparedness and Emergency Response Learning Center (or USF PERLC)

• The mission of the USF PERLC is to improve Florida’s and the nation’s public health and medical preparedness and response capabilities for emergencies. This mission is met by collaboratively developing and delivering core competency-based training and education to the public health workforce in Florida.

• A key activity of the USF PERLC is to design, develop, and deliver Public Health Preparedness and Emergency Response Core Competency-based Training for Florida’s Public Health Workforce.
The University of South Florida College of Public Health uses the Core Competencies and discipline-specific competency sets as the foundation for the development and evaluation of academic program curricula and courses.
Webinar Wrap-Up

Key Points

This concludes the last section and the content portion of this webinar. We will now summarize the key points in this webinar.
Webinar Summary

- Defined key terminology related to the Core Competencies.
- Revealed that the Core Competencies are designed for all public health professionals at the various different stages of their career.
- Presented the eight Domains of the Core Competencies.
- Reviewed the importance of the Core Competencies to public health practice and in developing a competent workforce.
- Presented ways the Core Competencies are being used in public health practice.

In this webinar, we:
- Defined key terminology related to the Core Competencies.
- Revealed that the Core Competencies are designed for all public health professionals at the various different stages of their career.
- Presented the 8 Domains of the Core Competencies.
- Reviewed the importance of the Core Competencies to public health practice and in developing a competent workforce.
- Presented ways the Core Competencies are being used in public health practice.
We also:

- Reviewed the benefits of Core Competency training to the public health organization, supervisors, and employees.
- Presented Core Competency tools that are applied in public health practice in the daily work of public health employees.
- And, lastly, we provided examples of how the Florida Department of Health, Florida, and other states are using the Core Competencies for Public Health Professionals.
Questions & Answers

- It is now time for your questions and comments.
- Please type your questions into the box provided on your screen.
- We have allotted 20 minutes for this Q & A session.
Thank you!

On behalf of the faculty and staff of the USF Center for Leadership in Public Health Practice and the Florida Public Health Training Center, located at the University of South Florida College of Public Health, and our practice partners, the Florida Department of Health, it has been our pleasure to develop and deliver this public health workforce webinar entitled “The Core Competencies for Public Health Professionals: Developing a Competent and Qualified Public Health Workforce.”

We look forward to your participation in other public health workforce development webinars and training courses offered by the Center for Leadership in Public Health Practice.

Please complete the brief evaluation immediately following the webinar.

Thank you!
Additional CLPHP Training Courses

- For free Public Health Competency-Based training courses offered by the CLPHP, visit the Center’s Course Listing located at:

  http://health.usf.edu/publichealth/clphp/courses/listing

For a complete listing of public health competency-based training courses offered by the USF Center for Leadership in Public Health Practice, visit the Center’s Course Listing page located at the web address provided on the screen:

www.health.usf.edu/publichealth/clphp/courses/listing
References & Resources

- Association of Schools of Public Health - [http://www.asph.org/userfiles/version2.3.pdf](http://www.asph.org/userfiles/version2.3.pdf)
- Council on Linkages between Academia and Public Health Practice - [http://www.phf.org/resourcetools/Pages/Core_Public_Health_Competencies.aspx](http://www.phf.org/resourcetools/Pages/Core_Public_Health_Competencies.aspx)
- Florida Department of Health - [www.doh.state.fl.us](http://www.doh.state.fl.us)
- Public Health Foundation - [www.phf.org](http://www.phf.org)